

REFLECTIONS ACADEMY

**EMERGENCY
PREPAREDNESS
MANUAL**

-BASIC RESPONSE TO ANY EMERGENCY-

The following actions should be completed when appropriate:

- ✓ If necessary, CALL 911 and Poison Control.
- ✓ Call our Director.
- ✓ Seal off crisis area if needed.
- ✓ Take charge of the area(s) until the incident is contained or relieved by Administration.
- ✓ Isolate and preserve evidence. Keep detailed notes on incident, if possible, write an incident report.
- ✓ Refer media to our official media spokesperson, the Director, or the designee. Do not speak to media.
- ✓ If it is necessary to send anyone to a hospital by ambulance, send a responsible person along following in a car, to serve as a liaison between the hospital and program.
- ✓ If appropriate, have students come to living room area and perform a headcount.
- ✓ Besides med cabinet supplies, there are first aid kits in each car.
- ✓ If on duty, your first obligation is to the students on campus. You should not leave or contact family until the Administration is given the all clear to do so.
- ✓ If it is necessary the building should be evacuated, yell – “CLEAR THE BUILDING!” Then do a fire drill procedure.
- ✓ Flammable chemicals should be kept in the cabinet
- ✓ When appropriate, call therapists and parents.
- ✓ When appropriate, take roll – know where the students are at all times.

UTILITY MANAGEMENT

- ✓ The water turn off valve is located in the crawl space.
- ✓ The gas turn off valve is located on tank:
- ✓ The power turn off is located at the meter in the kitchen closet.

PHONE NUMBERS

Director: Mickey Manning 1-805-886-4223

Sheriff: 827-3584

Phenix Transport: Thad 541-480-7950

Mike Linderman: 827-4487

Dr. Lovell: 827-4307

Poison Control: 1-800-222-1222

SPILLED BODY FLUIDS

The following actions should be completed when appropriate:

All body fluids including blood, vomit, urine, feces, and saliva have the potential to infect people with diseases such as Hepatitis B, HIV, or other serious illnesses. For each incidence, contact Director as well as filing an Incident Report.

- Wear disposable gloves at all times when dealing with another person's body fluids.
- Avoid getting another person's body fluids in your eyes, mouth, open sores, or wounds.

- If exposed, rinse the affected area immediately, wash with soap and water and report the exposure to the Director and Nurse immediately.
- Clean up the spilled fluids with the appropriate disinfectant or a freshly made solution of one part bleach to nine parts water.
- Place contaminated fluids and clean up materials in a bag, seal the bag, and place it in a lined garbage receptacle.

EXPLOSION OR FIRE

When advised by the person in charge the following actions should be completed when appropriate:

- Evacuate the building using Fire Drill Plan, with possible modifications.
- Possibly proceed to alternate site for our program as directed by administration.
- Staff should take phone, med book, car keys, radios, and chargers if safe to do so.

FIRE DRILL: The fire alarm system will activate for a fire.

CRISIS / FIRE DRILL RULES FOR STUDENTS:

- WALK – DO NOT RUN from the building and stay in line.
- Line up in appointed fire drill area. If this is unsafe, follow direction of person in charge.
- The direct-care staff **MUST TAKE ROLL CALL.**

- Do not attempt to retrieve anything from the building-just remove yourself.
- Be orderly-no talking.
- Exit through the door leading outside that is nearest to you.
- If your normal route is blocked, staff will direct you to an alternate route out of the building.
- DO NOT RE-ENTER the building until you have been instructed by your staff to do so.
- In the case of an evacuation with warning, students are to have ready, or pack a pillowcase with the following: 3-5 days of underwear and socks, hygiene necessities, two shirts and two pair of pants, blanket, and pillow. In the cooler seasons, add a coat and/or sweatshirts.

STAFF:

- Take keys, phone, med book, radio, and chargers if it is safe to do so.
- Follow directions of person in charge if students are to be taken off campus.
- If time allows, direct students to pack essentials in a pillowcase, and staff pack med boxes, inhalers, first aid kit, sanitary products, etc.
- In the event that students are trapped upstairs, direct the students to the nearest escape route

HAZARDOUS MATERIALS SPILLS

The following actions should be completed when appropriate:

Flammable chemicals should be kept in the cabinet in the car barn.

-FIRE/HAZARDOUS MATERIALS SPILL-

INSIDE SPILLS:

- Open all doors and windows.
- Turn off all air conditioners, fans, etc.
- Be prepared to evacuate when advised to do so by the Administration.
- When told to evacuate, take the med book, phone, car keys, radios and charger if safe to do so.
- You should be evacuated to a predetermined site.

OUTSIDE SPILLS:

- Try to get into the building by moving perpendicular to the wind.
- Close all doors and windows.
- If possible cover your mouth and nose with a facemask.
- Follow direction of the Administration.

PHYSICAL ASSAULT

The following actions should be completed when appropriate:

- First protect the safety of students and staff.
- Call 911 if necessary.

- If medical emergencies exist use First Aid skills.
- Notify Director.
- Seal off area where assault took place.
- If possible, diminish and defuse the situation.
- The police should be consulted by the Director if:
 - A weapon was used.
 - The victim has substantial pain or impairment of physical condition, or
 - The assault involved sexual contact.
- The parents of the students involved should be notified by the Director.
- Document all actions. Ask victim(s) and /or witness(es) for their accounts of the incident in writing. – Use Incident Forms
- Notify therapists.
Students and Staff should have access to therapists.

Intruder: An unauthorized person who enters the property.

- Notify the Director.
- Make sure all students are securely inside building.
Lock all doors and windows and set alarm.
- Assess if the intruder is safe to approach.
- Ask another staff member to accompany you before approaching intruder.
- Politely greet intruder and identify yourself.
- Ask intruder the purpose of his/her visit.
- Inform intruder that this is private property and to please leave.
- Accompany intruder off the property.

If the intruder refuses to leave:

- Warn the intruder of the consequences for staying without permission; inform him/her that your policy requires you to call the police.
- Walk away from the intruder if he/she indicates potential for violence.
- It may be necessary to issue a lock-down. Lock all doors and windows. Take all students to top floor.
- Stay away from windows.

Hostage Situation: Staff should attempt to phone 911.

- Call therapists in to work with staff and students.

WEAPONS

The following actions should be completed when appropriate:

INDIVIDUAL WHO IS AWARE -

- Immediately notify Administration.
- Relay the name of the individual suspected of bringing the weapon, where the weapon is located, whether the suspect has threatened anyone, and any other details that may help prevent the suspect from hurting someone or themselves.
- Write an incident report.
- Follow the lock-down procedure.

LOCK DOWN

The following actions should be completed when appropriate:

Lock down could be used if an animal (cougar or bear) is sighted near or on campus, or a person or persons are detected on or near campus without proper identification or are seen as a potential threat. In any building:

- Lock the doors and windows.
- Pull shades, and turn off lights.
- Have students sit on the floor in the upstairs, away from windows.
- Maintain a calm environment by being so yourself and reassuring students.
- Take and maintain a radio in an on position with either a low volume or earpiece, but do not call out unless instructed. Each staff should have one – or use cell phones.
- Wait until the “all clear” is sounded.

Administration Responsibilities:

- Call 911 if necessary.
- A Law Enforcement Representative should join you in questioning the suspected student or staff member if appropriate.
- Accompany the suspect to a private office to wait for police if appropriate.
- Keep detailed notes of all events and document why the search was conducted.

- If the suspect threatens you with a weapon, do not attempt to disarm them back away, remain calm and do your best to counsel them
- Stay calm.
- Speak softly.
- Do not make quick movement.
- If possible, have students get on the floor in the bedroom areas.
- Try to separate the students from the armed person.
DO NOT PROVOKE THE ARMED PERSON IN ANY WAY!
- **ACKNOWLEDGE SUSPECT'S CONCERNS.**
- If you hear a shot: Treat your area as if a lockdown.
 - Make sure your room is secure.
 - Stay away from windows.
 - Students must take cover.
 - Close your windows and drapes.
 - Wait for the "ALL CLEAR."
 - Call in therapists to work with staff and students.

BOMB THREATS

The following actions should be completed when appropriate:

Bomb threats are frightening, intimidating and disruptive to everyday operations. The key to minimizing the effects of a bomb threat is to gather as much information from the perpetrator and all knowledgeable people. The more information you have, the better chance you have of determining whether the threat is serious or just a hoax.

Upon receiving threat:

- If the threat is received by telephone, use the Phone Threat Procedure Checklist.
- If the threat is received by mail, preserve all evidence accompanying the threat.
- Notify Director.
- Do not comment on the situation until Administration can make a decision. Administration will notify law enforcement officials.
- If threat is by phone, do not hang up the phone until after the caller has hung up.
- Call 911
- Do not use radios or cell phones – can activate a bomb.

IF THE BUILDING IS TO BE EVACUATED YOU WILL BE NOTIFIED BY ADMINISTRATION TO EVACUATE. ALL EVACUATION WILL BE TO THE FIRE DRILL AREA. The Director or designee is the only person to authorize an evacuation of the school building.

The Director will order the evacuation of the building when:

- The Sheriff's Office strongly recommends that the Administration evacuate the building.
- Failure to evacuate is anticipated to increase the threat to health and safety of students and staff.

Evacuation Procedure:

It may not be necessary to evacuate your facility. Rely on trained individuals to analyze the information you provided for them.

- The director will alert staff and students. Do not mention to the students that the school has received a “Bomb Threat.”
- The Staff will evacuate the facility just like the Fire Drill.
- The students and staff will be directed to exit the building leaving everything as is. Do not close windows, doors or even turn off light switches. Students and Staff will leave everything except med book, car keys, phone, radio, and chargers, if safe to do so.
- Staff will remain with their students and be responsible for their supervision.
- Staff will take attendance.
- Everyone, once outside will remain until directed by the Director or designee to re-enter the building or to get in a vehicle to go to designated place.

BOMB THREATS WHICH DO NOT REQUIRE EVACUATION

If the nature of the Bomb Threat does not require immediate evacuation the following procedure will be implemented.

- All school activities will continue as normal.
- As always staff shall remain with their students and be responsible for their supervision.
- Police may be utilized to search the building room by room.

- Incident reports should be written if applicable.
- Use accompanying “Bomb Threat Procedure Checklist” included with this publication to gather information regarding the call.
Keep a copy of the checklist by every phone.

SEVERE STORMS AND OTHER WEATHER RELATED EMERGENCIES

The following actions should be completed when appropriate:

- If a severe storm or another weather related emergency is forecast to hit the area, all students must be in the building or the Administration will determine a safe zone.
- Check Internet for weather reports.

TORNADO / MICRO BURSTS

The following actions should be completed when appropriate:

-BOMB THREATS/SEVERE STORMS/WEATHER RELATED-

While considered a remote possibility, tornados, and more frequently microbursts have occurred.

Information regarding tornados or microbursts will be broadcast on www.weatherbug.com

- **TORNADO WATCH** – means that no funnel clouds have been sighted, but the atmospheric conditions are such that a tornado could occur. One should be ready to take appropriate safety precautions.

- **TORNADO WARNING** – means that a funnel cloud has been sighted in the area. The exact location, speed and distance are usually given.
- While we have no tornado shelters, the following precautions will be taken:
 - ✓ Students and Staff will be instructed to stay away from the windows and to stay in the laundry / sick bed area.
 - ✓ Students and Staff will be instructed to get under heavy classroom furniture or lay face down, head covered, along an inside wall. The hallway is best. Since we have a large number of students, some will be sitting on the floor, facing the wall with their necks protected by their hands.
 - ✓ If a tornado or microburst strikes the building use the same procedure as Earthquake to leave the building.
 - ✓ Call in therapists if needed

EARTHQUAKES

The following actions should be completed when appropriate:

Because Earthquakes strike without warning, the immediate need to protect lives by taking the best available cover. All other actions must wait until the tremor subsides. The school staff and students will be guided by the following:

IF INSIDE:

- DO NOT PANIC. If protected from falling objects, the rolling of the earth is frightening but not dangerous.
- To be protected from falling objects, take cover by getting beneath a desk, table, or bench. If possible cover head with arms.
- If cover is not available, crouch against an inside wall and cover head. Stay away from outside walls, windows or other expanses of glass.
- All doors should be left open to minimize jamming if the building shifts.
- Stay put and take the best cover. DO NOT attempt to run through the building or outside because falling objects are found near doors and walls. If in a bathroom or other room without desks or furniture, get against the inside wall protecting your head.
- Stay covered until given the ALL CLEAR.
- If there is an immediate need to evacuate due to very serious danger – leave injured and take students out of building to safe clear area.
- Do not re-enter building until deemed safe by authorities.

IF OUTSIDE:

- Move quickly away into an area where it is clear and away from power lines and trees.
- Lie face down and wait for the shock to subside.
- Take roll call of students.

- No one is to enter the building until instructed by Staff.
- Make sure no one touched a falling wire and that no fires are started.
- Wait for instructions from the Director.

SUICIDE OR SUICIDE ATTEMPT

The following actions should be completed when appropriate:

SUICIDE ATTEMPT IN SCHOOL

- Verify information and CALL 911 and Poison Control if needed.
- Notify therapist and Administrator
- Try to calm the suicidal person.
- Try to isolate the suicidal person from others.
- Stay with the suicidal person until professional help arrives – *do not leave them alone.*
- Write incident report.

SUICIDE DEATH OR SERIOUS INJURY

- Verify information and CALL 911.
- Notify Administrator immediately.
- Isolate the students from the crisis area.
- Do not touch anything.
- Administration will notify PARRP Board
- Resume normal routines as soon as possible.
- The Administration determines stress level of staff and recommends counseling as deemed necessary.
- Refer media to Administration. *Do not let the media interview students!*

MEDIA RELATIONS

The following actions should be completed when appropriate:

IMPORTANT – All media inquiries must be referred to the official spokesperson, the Director.

Administrative Responsibilities

Tips for communicating with the Media in a Crisis Situation.

- Release the story, but control the flow of the negative information responsibly.
- Keep your answers short and to the point – *focus on answering the question that was asked*. Do Not Speculate!
- Bump the very negative questions then proceed to a positive comment(s) on the situation.
- Never give personal opinions.
- Be honest, be candid, and aware.
- Make yourself accessible to reporters.
- Learn the needs of the media.
- Never mislead or lie.
- Never say “No Comment”
- Don’t argue with reporters – they always have the last word.

When an incident happens always remember to:

- Designate an appropriate area where briefing can be held by the Director – keep the area well away from the scene of the incident.

- Do not open the facility to anyone except students.
- Emphasize the safety of the students and staff.
- Briefly describe the school's plan for responding to emergencies.
- Make sure information released is factual.
- Be respectful to the privacy of the affected persons and their families.
- Do not release names of anyone involved in the incident.
- If you are unauthorized to speak to the media, tell them. Give them the name of the authorized spokesperson and direct or take them to the briefing area. Reflections' spokesperson is the Director.

REFLECTIONS ACADEMY EMPLOYEE MANUAL

Welcome to Reflections Academy. We value you as a new employee, and we would like to help make your employment with Reflections Academy fulfilling and enjoyable. Reading this employee manual will help make that possible.

Reflections Academy strives to offer students and their family the highest quality private alternative adolescent residential available. Likewise we offer employees a professional yet enjoyable place to work. With that in mind we have prepared this employee manual to help you become familiar with Reflections Academy operations, personnel policies, student interaction standards, employee expectations and other vital information. We hope you'll keep this manual handy in the days to come.

Reflections Academy's Employee Manual is intended to provide employees with information. This manual does not constitute a contract and is subject to change without notice within the sole discretion of management as business necessity, changes in federal, state and local regulations, or as other circumstances might dictate.

While this manual is as comprehensive as possible, it cannot possibly cover all situations that may arise. If any employee needs further information, or if an employee would like to discuss any policies in the manual, the employee should feel free to speak to any Reflections Academy's supervisor.

POLICY CHANGES

Reflections Academy will inevitably need new policies from time to time or need to revise old policies. Reflections Academy reserves the right in its sole discretion to make changes to its policies without notice including revoking or discontinuing policies.

CONFLICTS OF LAW

Every effort was made to ensure that the provisions of this manual are in accordance with current laws. State and federal statutes supersede any provisions of this manual that may inadvertently conflict with the law.

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PRELIMINARY MATTERS

PROBATIONARY PERIOD

After an employee is hired at Reflections Academy, continued employment is subject to a 6-month probationary period that starts on the first day of scheduled work. The probationary period provides new employees with a chance to get to know their jobs and it provides the current employees a chance to get to know them. If necessary, an employee may be transferred during their probationary period and the employee's probationary period may be extended beyond the 6 months for any reason Reflections Academy deems necessary. If an employee is transferred or promoted to a new job within Reflections Academy, he or she will be subject to a new 6-month probationary period for that new position. Employees who are transferred or promoted to a new position are not guaranteed return to their old position or to a hiring preference for another open position at Reflections Academy. When an employee successfully completes the probationary period their supervisor may provide him or her with a formal evaluation of his or her performance. Employees who have not successfully completed their probationary period can be discharged with or without cause at any time during their probationary period. Employees who have not completed their probationary period do not have the right to use the grievance procedure.

ATTENDANCE AND PUNCTUALITY

Employees must be present and ready to work on time for any scheduled shift or duty. If an employee will be late for any reason he or she must call his or her supervisor as soon as possible to explain the reason for the tardiness and when he or she will arrive. The employee should give as much advanced notice as possible when she/he knows that will

not be able to work their shift. All employees shall fill out their time cards indicating the number of hours worked before they go off shift.

WORK SCHEDULES

The workweek runs Sunday through Saturday. All employees agree to work a specific schedule when they are hired. Employees must negotiate any changes to their schedules with their supervisor before making any arrangements to deviate from their assigned schedules. Reflections Academy has the authority to change any employee's schedule as business needs require. Employees may be required to perform extra, unscheduled duties if business needs require.

TIME SHEETS

Employees are required to fill out their time sheets at the end of every shift. Supervisors shall review and approve all employee time sheets prior to time sheet due to the payroll department. Employee time sheets are due every other Monday. Accuracy and honesty are required. Falsification of time sheets may result in disciplinary action, up to and including termination.

BREAKS

Breaks will be provided pursuant to Montana law. Employees must discuss break schedules with their supervisor.

HOLIDAYS

Due to the nature of the Reflections Academy program, there are no set holidays for employees. If an employee wishes to have a particular holiday off they must follow the procedure for time off requests set forth below.

TIME OFF REQUESTS

Generally employees (exempted) who have not completed their probationary period will usually not be granted time off requests. After successfully completing the probationary period, employees may make arrangements for time off with their supervisor. Non-exempted employees must give at least 3 weeks notice for particular days off. An employee may arrange their own shift coverage with the director's approval. Reflections Academy may deny a time off request for any business reason.

FAMILY AND MEDICAL LEAVE ACT

The Family and Medical Leave Act ("Act") became effective August 5, 1993. The policy of Reflections Academy is to balance the demands of the workplace with the needs of families of employees by allowing an eligible employee to take reasonable leave for legitimate medical reasons in conjunction with the regulations of the "Act."

Eligibility Requirements:

1. Reflections Academy must have employed the employee for at least 12 months.
2. The employee must have worked at least 1250 hours with Reflections Academy during the previous 12-month period.

Leave Requirements:

The “Act” provides that an employee may be granted a leave of up to 12 weeks during any 12-month period for any of the following reasons:

1. The care for the employee’s child after birth, or placement for adoption or foster care;
2. To care for the employee’s spouse, son or daughter, siblings, or parent, who has a serious health condition;
3. For a serious health condition that makes the employee unable to perform the employee’s job;
4. For a qualifying emergency arising out of the fact that the employee’s spouse, son, daughter, or parent is called to active duty.

The “Act” provides that an employee may be granted a leave of up to 26 weeks during a single 12-month period for the following reason:

5. To care for the employee’s spouse, son, daughter, parent, or next of kin who is a recovering service member (defined as a member of the Armed Forces, including a member of the National Guard or Reserves).

Advance Notice and Medical Certification:

The employee may be required to provide advance leave notice and medical certification. The taking of leave may be denied if requirements are not met.

1. Employees ordinarily must provide 30 days advance notice to the employer for family medical leave when the need for such leave is foreseeable.
2. Reflections Academy may require medical certification to support a request for leave because of a serious health condition, and may require second or third opinions (at Reflections Academy’s expense) and a fitness for duty report to return to work.
3. Reflections Academy may require certification to support a request for leave related to active duty or call to active duty.

Additional Information:

The regulations governing the “Act’s” leave eligibility are complex. Any employee who needs more information should contact their supervisor for specific details regarding eligibility and to complete an application for leave time.

MILITARY LEAVE

Reflections Academy will provide for military leave pursuant to state and federal law.

LEAVE OF ABSENCE

A request of time off for 2 calendar weeks or more for any reason not covered under the Family and Medical Leave Act constitutes a leave of absence and must be submitted to Reflections Academy for approval. In making the decision, Reflections Academy will consider the ability to cover the absence with other employees and assess the hardship

that the absence will place on the program. If the leave is granted, the employee benefits will not be available during the time off unless determined otherwise.

EMPLOYEE CONDUCT AND REGULATIONS

JOB PERFORMANCE

Employees shall perform all tasks defined in their job description as diligently and competently as possible. Employees shall at all times follow the rules and procedures of Reflections Academy, including but not limited to, their employment duties, safety rules, incident reporting guidelines, student and parent interaction guidelines, and all other rules, procedures or guidance set forth by Reflections Academy. At no time shall an employee engage in an activity, which could potentially undermine the effectiveness of the Reflections Academy's program or the reputation of Reflections Academy.

PERSONAL APPEARANCE

Reflections Academy employees primarily work with the students. Reflections Academy employees must provide a positive role model and wear appropriate clothing, keep their bodies clean and their hair neat. Please review the specific guidelines in the Employee Policy and Procedures regarding dress and appearance. Dirty clothes, greasy hair, or unpleasant body odor will not be tolerated. These guidelines shall be followed anytime an employee is on the Reflections Academy's property or acting within the scope of their employment.

In addition to the above guidelines, supervisors may set additional standards as they deem necessary. Any supervisor may ask an employee to go home and change clothes or otherwise improve their appearance if the individual is in violation of the guidelines above.

REQUIRED CERTIFICATIONS

Either as required by law or as dictated by employee job duties, some Reflections Academy's employees will be required to have the following training certifications: Certified Current CPR Training Certified Current First Aid Training.

If the above trainings have not yet been completed as of the date of hire, such trainings must be completed as soon as possible. Employees who still require training as of the date of hire will be provided the training courses at the expense of Reflections Academy. The employee will be compensated as well. Additional certifications and training may be required by Reflections Academy at their discretion.

ALCOHOL AND DRUGS

Employees are prohibited from unlawfully manufacturing, distributing, dispensing, possessing or using controlled substances or alcohol in the workplace, except as prescribed by a licensed medical health care provider. Examples of controlled substances include narcotics, cannabis, stimulants, depressants and hallucinogens.

Employees are prohibited from using any alcohol or any controlled substance while acting within the scope of their employment or while the employee is on the grounds of

Reflections Academy. Employees are further prohibited from using any alcohol, any controlled substance, any other non-controlled substance, or any combination thereof, which diminishes their ability to fully perform their job duties.

Violations of this policy including abuse of substances or alcohol that impairs one's job performance may result in disciplinary action, up to and including termination.

Reflections Academy may require employees who violate this policy to participate in a drug-abuse or alcohol- abuse treatment or rehabilitation program as a condition of continued employment.

TOBACCO USE

Employees are prohibited from smoking or chewing tobacco while acting within the scope of their employment or while the employee is with students. Employees shall not use any tobacco product while they are driving Reflections Academy's vehicles.

Violations of this policy may result in disciplinary action, up to and including termination. Smoking breaks must occur off-campus. The employee must make sure that the other employees on shift can handle the responsibility while the smoker is off-campus. The breaks must be limited and not impact the operation of the program.

DRUG AND ALCOHOL TESTING

Employees consent to drug testing as a condition of employment with Reflections Academy. Employees may be tested for illegal drugs use during the application process. Once hired, employees may be subject to additional drug and alcohol testing as a condition of their continued employment. Reflections Academy may conduct further drug or alcohol testing if they have reason to suspect that an employee's faculties are impaired on the job as a result of the use of a controlled substance or alcohol consumption. If an employee fails a drug or alcohol test or refuses to submit to drug or alcohol testing, Reflections Academy may take disciplinary action, up to and including termination.

PERSONAL PHONE CALLS

Employees may receive occasional personal phone calls at the school but it is each employee's responsibility to keep incoming personal calls to a minimum. Certain jobs and tasks make personal phone calls very difficult and an employee may not receive or make any personal phone calls during such times. Employees may receive and make outgoing personal calls during break times. All phones shall be secured by the employee at all times. Cell phones are to be kept in the office, and are not allowed on the floors.

KEYS

Supervisors and some selected employees will be issued keys to various Reflections Academy's rooms and buildings. At no time shall an employees make any copies of the school keys they are issued. All keys must be returned to Reflections Academy upon separation of employment. All keys shall be secured by the employee at all times. Caution must be utilized when using a keypad that the students do not see what you are doing.

EATING AND DRINKING

Employees eat their meals with the students while supervising the meals.

PERSONAL ENTERTAINMENT

Employees may not bring any un-authorized personal entertainment items onto Reflections Academy's property. This includes, but is not limited to, music players, video players, video games, books, magazines, board games or cards. Employees may bring personal entertainment onto Reflections Academy property if the item has been pre-approved by the director. Employees shall not distribute personal entertainment items to students without supervisor approval.

USE OF REFLECTIONS ACADEMY'S PROPERTY OR EQUIPMENT

Personal use of any Reflections Academy's property is prohibited. Any employee using Reflections Academy's property or equipment is responsible for the proper use and care of such property or equipment, including but not limited to, proper maintenance, cleaning and storage. If an employee thinks a piece of Reflections Academy's property or equipment is in disrepair, defective, damaged, or otherwise unusable or dangerous, the employee shall discontinue use of the item, take reasonable steps to ensure others don't use the item and immediately notify the director about their concern via a work order. In the event that an employee uses Reflections Academy's property or equipment either negligently or without permission, any damage resulting from such use will be the sole financial responsibility of the employee. Employees who are found responsible for damaging Reflections Academy's property or equipment shall be responsible for the costs of repair or replacement. If insurance coverage is available for the damaged equipment, the responsible employee shall pay any deductible required by the insurance policy. If an employee is found responsible, the employee may, by written consent, have the costs of repair or replacement automatically deducted from their paycheck.

PURCHASING ON BEHALF OF REFLECTIONS ACADEMY

All purchases made on behalf of Reflections Academy must be pre-approved, unless an employee's specific job duties dictate otherwise. If an employee is granted pre-approval for use of a Reflections Academy credit card or Reflections Academy funds to purchase items on behalf of Reflections Academy, the employee shall save all receipts and invoices from such pre-approved purchases and promptly turn such receipts or invoices into the Director.

If an employee does not have a Reflections Academy credit card or Reflections Academy's funds, the employee may, with pre-approval, purchase items with their private funds on behalf of Reflections Academy. If use of such private funds is necessary, the employee shall fill out a reimbursement form and turn the reimbursement form, along with receipts and invoices into the Director. Accurate records must be kept as to how the funds are spent.

COMPUTER, EMAIL AND INTERNET USAGE

The following guidelines have been established for using the Internet and e-mail in an appropriate, ethical and professional manner.

- The use of electronic mail and Internet systems is intended for the conduct of business at Reflections Academy.

- • Employees shall not utilize Reflections Academy computers, e-mail or Internet for personal economic gain.
- • Internet usage must not interfere with an employee's assigned duties.
- • No e-mail or other electronic communications may be sent which hides the identity of the sender or represents the sender as someone else.
- • Each employee is responsible for the content of all text, audio or images that he or she places or sends over the Internet and e-mail system.
- • An employee may not use the electronic mail or Internet systems to create offensive or disruptive messages. The system must not be used to communicate other improper messages, such as messages or material that is defamatory, derogatory, obscene or otherwise inappropriate.
- • The electronic mail and Internet systems must not be used to commit any crime, including but not limited to sending obscene emails over the Internet with the intent to annoy, abuse, threaten, or harass another person.
- • An employee may not remove from the premises any hardware, software, files or data without prior supervisor authorization.
- • E-mail is not guaranteed to be private or confidential. All electronic communications are the sole property of Reflections Academy. Reflections Academy reserves the right to examine, monitor and regulate e-mail messages, directories and files, as well as Internet usage.

This policy is intended to be consistent with other policies of Reflections Academy. Since all the computer systems and software, as well as the e-mail and Internet connection, are owned by Reflections Academy, all policies are in effect at all times.

REFLECTIONS ACADEMY'S RIGHT TO MONITOR AND CONSEQUENCES

All program-supplied technology, including computer systems and program-related work records, belong to Reflections Academy and not the employee. Reflections Academy may monitor usage patterns for its e-mail and Internet communications. Employees shall use discretion in the sites that are accessed. Any employee who abuses the privilege of Reflections Academy facilitated access to e-mail or the Internet may be denied access to the Internet and, if appropriate, may be subject to disciplinary action, up to and including termination. No cell phones or personal computers are allowed on the floors with the girls. Refrain from use until the girls are in bed.

CONFIDENTIAL AND PROPRIETARY INFORMATION

Integral to Reflections Academy success is our protection of confidential business-related information. This includes confidential or nonpublic information entrusted to us by employees, students, sponsors and business partners. Confidential and proprietary information includes, but is not limited to, student names and information, student medical or treatment information, sponsor names and information, business referral information, promotional tactics and materials, non-public information about independent contractors and other companies and all other non- public information required for the

operation of Reflections Academy. Employees may not, under any circumstance, disclose any potentially confidential or non-public information without prior authorization from the appropriate supervisor or director. The duty to maintain confidentiality regarding the above information shall continue after the employee is no longer with Reflections Academy.

FIRST AID

Either as required by law or as dictated by employee job duties, some Reflections Academy employees will be required to have current certified training in first aid and CPR. If an employee requires first aid treatment they shall first seek the necessary medical attention required and then inform their supervisor of the situation. If a student or visitor is involved in an accident or requires first aid treatment, however minor, the employee shall respond in a calm and professional manner and notify a supervisor immediately. Employees may be asked to assist in the completion of an incident report. Employees shall not make judgments regarding the incident and only report the facts as they observed them.

WORK RELATED INJURIES

If an employee is injured while performing his or her job, after receiving the proper medical or first aid treatment, he or she should notify their supervisor immediately following the injury. The employee and their supervisor shall fill out an accident or injury form as soon as possible following the injury. Reflections Academy will assist any injured employee in completing a claim form for workers compensation if the injury requires further attention.

STAYING INFORMED

Reflections Academy provides employees with many opportunities to be informed regarding issues concerning the program. Reflections Academy encourages employees to express their ideas and concerns regarding the program and the students. Communication among employees occurs through employee meetings, periodic policy trainings and shift changes. Below are descriptions of the nature and purpose of each of these opportunities:

- Employee meetings: Reflections Academy will schedule employee meeting at least monthly and as they deem necessary. All employees must attend scheduled meetings. If an employee cannot attend a meeting for any reasons they must first get prior approval from their supervisor. The meetings are a chance for employees to receive ongoing training and education regarding the program, as well as offer employees a chance to voice any concerns or issues they may have. Because the meetings are a mandatory part of employment, employees will be compensated for all time spent in the meetings. Employees are responsible for knowing the information present whether they are present or not.
- Policy Trainings: Pursuant to Montana law, Reflections Academy will provide for periodic policy trainings. These trainings are designed to keep all employees abreast of current program policies and inform the employees of any new updates to the program's policies. Upon completion of each policy training session,

employees shall sign the policy-training logbook to indicate their completion of the training.

- • Change of shifts: Oftentimes, specific job duties will require a reviewing of information before an employee starts their shift. Employees shall adhere to staying informed pursuant to their job duties as outlined in their job descriptions.
- • By Montana law employees must notify the director if they know that any person having direct contact with the students could pose a potential threat to the girls. The director is obligated to inform the PARRP Board and rectify the situation.

GIVING INPUT – “OPEN DOOR” POLICY

Reflections Academy encourages an “open door” policy between the director, supervisors and employees. Accordingly, we encourage all employees of Reflections Academy to voice any suggestions, issues or concerns as soon as they arise. If an employee has input regarding the program, the students, co-workers, or working conditions, Reflections Academy expects the employee to present that information to the director. If an employee feels they cannot give input directly to the director, the employee should either contact the board.

DUTY TO UPDATE PERSONAL INFORMATION

Employees shall update their personal information as necessary. This includes, but it not limited to, address, phone number, contact information, new or previously undisclosed information that Reflections Academy should know about and any other pertinent information that Reflections Academy should be made aware of. If the employee fails to update their information in a timely manner, Reflections Academy bares no responsibility for the mistransmission or distribution of paychecks or other information. Employees are required to provide a short biography and photo for the website. Reflections Academy will take your picture if needed.

TREATMENT OF CO-WORKERS

All employees must treat one another with respect. Employees are hired with the understanding that all employees want to work well together, however employees acknowledge that misunderstandings and problems may arise. Below are steps an employee may take to resolve conflicts:

- • Employees are encouraged to discuss conflicts with the individual or individuals as soon as possible. Most problems can be resolved or avoided entirely if they are dealt with promptly and directly.
- • When a problem cannot be resolved directly, the affected employee should discuss it with his or her supervisor, provided that the problem does not involve that person. If an employee’s problem involves an immediate supervisor, the employee should contact the director to seek resolution.
 - If the conflict cannot be resolved using the previous two steps, employee members may use the grievance procedure detailed in this manual.

NO HARASSMENT POLICY

In accordance with state and federal law, Reflections Academy prohibits harassment of any employee or student in regard to race, color, religion, gender, national origin, age or disability. Prohibited harassment includes, but is not limited to, the following conduct: epithets, slurs, negative stereotypes, threats, intimidation, hostile acts, or denigrating or hostile written or graphic material, posted or circulated in the workplace. Violations of this policy will not be tolerated and will be grounds for disciplinary action, up to and including termination.

Individuals who believe they have been subjected to a violation of the no harassment policy should immediately report any such incidents to the director. If the complaint involves someone in the employee's direct line of supervision, then the employee should inform the board. Reflections Academy cannot respond to harassment incidents unless they are reported promptly.

NO SEXUAL HARASSMENT POLICY

In accordance with state and federal law, Reflections Academy will not tolerate any form of sexual harassment consisting of unwelcome sexual advances, requests for sexual favors or other verbal or physical acts of a sexual or sex-biased nature where:

- • Submission to such conduct is made either explicitly or indirectly a term or a condition of an individual's employment; or
- • An employment decision is based on an individual's acceptance or rejection of such conduct; or
- • Such conduct interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment.
- • Harassment directed toward a person because of gender.
- • A pattern of favoritism toward sexual partners. Reflections Academy intention is to prevent any form of sexual harassment, investigate any complaint of sexual harassment, and to take immediate and appropriate action if sexual harassment has been found within the workplace. Violations of this policy will not be tolerated and will be grounds for disciplinary action, up to and including termination.

Any employee who believes they have been subjected to a violation of the no sexual harassment policy should immediately report any such incidents to the director. If the complaint involves someone in the employee's direct line of supervision, then the employee should inform the board of the complaint. Reflections Academy prohibits any employee from retaliating in any way against anyone who has articulated any concern about sexual harassment. Reflections Academy cannot respond to sexual harassment incidents unless they are reported promptly.

COMMUNITY AND PUBLIC RELATIONS

Reflections Academy exists partly because of the support and good will of our neighbors and community. It is imperative, therefore, that all employees act in a manner in keeping with the community needs and general staff expectations. Besides treating our young

people, a primary goal of Reflections Academy is to maintain good relations with the public. Visitors are to be extended a courteous and friendly welcome here from all staff members. Staff is expected to display respect and be gracious, diplomatic, show concern, be helpful, and have good judgment at all times when dealing with the public.

PERSONAL PROPERTY

Staff brings personal property to work at their own risk. Any damage or loss of such property will not be covered.

STAFF VISITORS

Personal visitors for staff must be limited. No personal visitors are allowed without prior approval. All visitors for students and staff must be logged into the visitor's logbook.

HOUSEKEEPING

The grounds and buildings must be kept orderly and sanitary. The house staff is expected to be active in seeking that this goal is carried out. Staff will supervise the residents in their chores and participate when appropriate. Any repairs needed or anything that poses a danger needs to be reported to the administration immediately through a work order.

MEDICATION

Staff members who are on prescribed or non-prescribed medication must use it with discretion and keep it where is unavailable to students.

PARKING

Employees must park in designated area should not block other cars.

HOUSE MOM NOTES and LOGS

Each evening the housemothers are responsible for writing any incident reports regarding any unusual occurrences. Every day the house moms must pass around the menstrual cycle form. On two days a week the house mom should record weights. The house moms also record where each girl wrote in her journal.

JOB DESCRIPTION

For each particular job that is offered at Reflections Academy, there is a job description. Please refer to it for a general description of the duties required for the particular job.

EMPLOYEE INTERACTION WITH STUDENTS AND PARENTS

TREATMENT OF STUDENTS

Employees shall treat all students according to the rules and regulations set forth in this employee manual as well as other Reflections Academy policies and procedures. All students shall be treated humanely and with respect. Employees shall actively work to protect all the legal and civil rights of the students as mandated by federal and state law. At no time and under no circumstance shall an employee verbally, emotionally or physically abuse a student. This includes, but is not limited to, name calling, slanderous

remarks, swearing, shouting, threats, sexual remarks, neglect of student needs, mistreatment and any inappropriate physical contact other than that required for restraint.

EMPLOYEE'S DUTY TO STUDENTS

All employees of Reflections Academy have a duty to provide the best possible professional service and support to the students. The employee's recognition of and adherence to this duty is critical to the success of Reflections Academy. Because of this duty, in the event of an emergency at Reflections Academy or an emergency in the surrounding area, employee's first priority shall be the safety and comfort of the students. Except in unique circumstance, only after all students have been accounted for and properly cared for may the employee then see to their personal matters. Emergency situations include, but are not limited to, natural disasters, forest fires, criminal situations and any other situations that may put the students or Reflections Academy in danger.

EMPLOYEE RELATIONSHIP WITH STUDENTS

Employees are expected to maintain a strict boundary between themselves and the students of Reflections Academy. No employee shall have individual or one-on-one contact with a student unless their job duties require such contact or the employee is directed to engage in such contact by their supervisor.

At no time shall an employee develop or foster a non-professional relationship with any student of Reflections Academy. This includes but is not limited to, social relationships, friendships, confidants, sexual relationships or sexual contact. Accordingly, employees shall not discuss personal matters with students, matters pertaining to personal religious/political views, matters pertaining to the student's performance, matters pertaining to the Reflections Academy Program, matters regarding other employees or students, or anything that is or may be construed as private or confidential in nature.

Employees shall not foster any inappropriate or personal communication with the students through telephone calls, letters, cards, poems or other written means. Nor shall an employee accept any communication from a student in the form of telephone calls, letters, cards, poems or other written means unless pre-approved. This includes the various forms of online and phone communication. If an employee wishes to communicate to a student in this manner, prior supervisor approval is required. The duty to not communicate in this manner continues while the employee is off duty or is no longer employed by Reflections Academy. Approval for this communication must be approved.

Under no circumstance shall an employee loan any money to a student, nor shall they give any gift, favor, or personal property to the students. Likewise, employees shall not accept, temporary or otherwise, any loans, money, gifts, favors or personal property from the student.

If a student approaches an employee and wishes to discuss any of the above issues or topics, the employee must inform the student that it would be inappropriate for the employee to communicate with the student about these issues or in this manner and the

employee shall direct the student to the appropriate staff member who can handle their concern.

EMPLOYEE MONITORING OF STUDENTS

An integral part of every employee's duty at Reflections Academy is to monitor the students, including their relationships and their behavior. Employees shall immediately report to their supervisor any concerns about relationships or behavior that is either prohibit by the Reflections Academy program or could potentially be prohibit by the Reflections Academy program.

In addition to monitoring student relationships and behavior, employees shall report all suspected abuse of the student, both current and past. This includes but is not limited to, past physical or sexual abuse by a parent, sibling, family member or anyone else and present harassment of the student by another student or someone else. All reports of suspected abuse, however minor, should be reported to the director.

EMPLOYEE BEHAVIOR AROUND STUDENTS

Employees must strive to be a positive role model for the students. Accordingly, employees shall not swear, use profane language, call names, insult any person, engage in any horseplay or pranks, mock or ridicule any person, or engage in any conduct, speech or act, which could be construed as such. Employees shall not speak to any students about their personal use or views on alcohol, tobacco or drugs. Employees shall treat all co-workers and Reflections Academy staff with dignity and respect at all times, especially in the presence of students. If an employee is unsure about appropriate conduct around the students, either for themselves or other employees, the employee shall contact the director for clarification of accepted behavior and conversation.

MALE AND FEMALE INTERACTION BETWEEN EMPLOYEES AND STUDENTS

At no time shall an employee be alone or in one-on-one contact with a student except as required by their job duties or at the direction of their supervisor. Employees shall avoid all unnecessary or non-professional contact with students of the opposite gender and the employee shall avoid private conversations, hugging, embracing or otherwise engaging in any behavior that could be construed as inappropriate, affectionate or otherwise misconstrued as non-professional by another student, parent or employee. The policy of gender separation shall be strictly enforced and violation of this policy may be subject to disciplinary action, up to and including termination.

If an employee feels it is necessary to engage in interaction with a student of the opposite gender, permission shall first be obtained by the employee's supervisor or the program director. Certain job duties will require minimal interaction between employees and students of the opposite gender. If an employees job duties require such minimal interaction, the employee must, at all times, act in a professional, respectful and polite manner.

TREATMENT OF PARENTS AND SPONSORS

Employees shall treat all parents and sponsors according to the rules and regulations set forth in this employee manual as well as other Reflections Academy policies and

procedures. All parents and sponsors shall be treated with compassion, understanding and respect. Employees shall keep parents and sponsors reasonably informed as required by their job duties. At no time shall employees speak disparagingly of a student's parent or sponsor.

EMPLOYEE RELATIONSHIP WITH PARENTS OR SPONSORS

At no time shall an employee develop or foster a non-professional relationship with any parent, sponsor or family member (i.e. brother, sister, child, grandparents, aunts, uncles, cousins, etc...) of a student. This includes, but is not limited to, social relationships, friendships, confidants, sexual relationships or sexual contact. Accordingly, except as provided by their job description, employees shall not discuss with the student's family any personal matters, matters pertaining to the student's performance, matters pertaining to the Reflections Academy program, matters regarding other employees or students, or anything that is or may be construed as private or confidential in nature.

Under no circumstance shall an employee loan any money to a student's family member, nor shall they give any gift, favor, or personal property to the student's family. Likewise, employees shall not accept, temporary or otherwise, any loans, money, gifts, favors or personal property from the student's family unless Reflections Academy has been made aware of the situation and approved the action.

If a student's family member approaches an employee and wishes to discuss any of the above issues or topics, the employee must inform the family member that it would be inappropriate for the employee to talk to the family member about these issues and the employee shall direct the family member to the appropriate supervisor or director who can handle their concern.

HIRING AND INTERNAL POLICIES

EQUAL OPPORTUNITY AND NON-DISCRIMINATION STATEMENT

Reflections Academy is an Equal Opportunity Employer and does not refuse employment or discriminate in compensation, conditions, privileges or other conditions of employment based upon race, color, national origin, age, physical or mental disability, marital status, religion, creed or gender. If an employee believes that he or she has been subjected to discrimination, including harassment, based upon any of these factors, the director should be contacted.

HIRING PROCESS

A member of the administration team of Reflections Academy will conduct an interview with a prospective employee. The employee is asked to complete an application and present a resume if appropriate. Applicants will be notified orally or in writing as to whether or not they have been accepted for the position.

Reflections Academy will conduct a background investigation on all perspective employees. This investigation may include, but is not limited to, criminal history (both felony and misdemeanor), employment references, personal references, certifications, licenses, educational background and any other relevant information. Reflections

Academy will also conduct an initial drug screening of potential employees and all employees shall be finger printed pursuant to Montana Law.

Potential employees under supervision of the criminal justice system or convicted of a felony may not be employed by Reflections Academy. Potential employees convicted of a felony, misdemeanor, or any other conviction of a crime against a person under the age of 18 may not be employed by Reflections Academy. Due to the nature of the Reflections Academy program, potential employees who fail the initial drug screening or have a history of alcohol or drug addiction or abuse may not be hired by Reflections Academy.

Any employee that is indentified as “posing a potential threat” to students must be placed under administrative review and the PARRP Board should be notified.

If an employee is found to have intentionally provided false information regarding any of the above referenced items, or upon their employment application, the employee may be subject to disciplinary action, up to and including termination.

EMPLOYMENT OF RELATIVES

No person shall be hired by Reflections Academy who would be supervised by a member of his or her immediate family (spouse, parent, sibling or child), unless approved by Reflections Academy’s director.

TRANSFERS AND RESTRUCTURING

Any employee may be asked to transfer to another position or fill in for another employee for the following reasons:

- • There is a restructuring of Reflections Academy or the employees.
- • The employee’s skills or presence are needed in another position, either temporarily or permanently.
- • The employee is unable to satisfactorily perform his or her present job but is qualified for another job.
- • The employee has a temporary or permanent disability preventing him or her from performing his or her present job, but is qualified for another job that can better accommodate the limitations caused by the disability.

HOOR REDUCTIONS AND LAYOFFS

Reflections Academy must respond quickly to changing enrollment and economic conditions. Accordingly, the director may for economic reasons, decide to reduce employee hours or lay off employees when necessary.

EVALUATIONS

Reflections Academy performs employee evaluations to improve both individual job performance and improve the overall effectiveness of the program. An employee may receive a written evaluation during or upon completion of the initial probationary period. Employees who are transferred or are promoted to a new job will begin a new probationary period and may be evaluated accordingly. Thereafter, supervisors may perform annual written evaluations. Verbal or informal evaluations may be performed at other times as needed. In the event of a written evaluation, supervisors will file written

evaluations in the appropriate personnel file and give the employee a copy of their evaluation for their personal records.

PERSONNEL FILES

Personnel files are confidential and may only be viewed by supervisors, the director and the employee. Personnel files will be disclosed only to those supervisors, designated by the director, who have a business need to review the contents. Employees may have access to their files by arrangement with their supervisor. Personnel files are considered property of Reflections Academy, and they may not be removed from the premises. A personnel file may contain the following:

- • The employee's address, phone and emergency information.
- • The employee's application, resume, reference letters or other material submitted at the time of application for employment.
- • Performance evaluations.
- • Records of disciplinary actions.
- • Certifications, licenses, etc.
- • Any other information relating to the individual's employment.

DISCIPLINARY ACTION

Disciplinary actions may be documented and become part of the employee's personnel file. All disciplinary actions will depend upon the facts of each given case, and therefore, will vary depending upon such things as the employee's longevity, performance, prior disciplinary record and the conduct involved. Reflections Academy reserves the right to discipline employee for conduct not specifically mentioned in these policies. The procedures utilized by the supervisor in each instance may also vary from case to case. In no one event will all disciplinary procedures be required in each case and Reflections Academy reserves the right to skip or eliminate any of the disciplinary procedures as they deem necessary.

The following actions, conduct or lack of action may be cause for disciplinary action by a supervisor. This list is not all inclusive, but is intended as an example of some of the conduct that may give rise to disciplinary action:

- • Working against the goals of Reflections Academy or publicly harming Reflections Academy's image.
- • Refusal or failure to observe this employee manual or any other Reflections Academy's personnel policies and procedures.
- • Refusal or failure to obey the lawful instructions of a supervisor.
- • Carelessness or negligence in the care or use of Reflections Academy's property or equipment, or personal use of Reflections Academy's equipment or funds without approval by a supervisor or the director.
- • Inconsiderate, unprofessional, or abusive treatment of students, families or co-workers, including the use of profane or abusive language and sexual harassment.
- • Unauthorized release of confidential information.

- • Tardiness or absence from regular working hours.
- • Falsification of records, including time cards.
- • Possession of either an open or un-open alcohol container on Reflections Academy's property.
- • Use of alcohol, tobacco or illegal drugs on Reflections Academy's premises at any time.
- • Failure of a drug test.
- • Any inappropriate contact between an employee and a student.
- • Violation of any student or parent interaction guideline as set forth in this manual or the accompanying handbook.
- • Reporting to work under the influence of alcohol or illegal drugs.
- • Violation of any federal or state law.

DISCIPLINARY PROCEDURES

The following actions may be used for disciplinary procedures, but need not be applied in all cases or in any particular order. Depending on the severity of the offense, any of the following actions or a combination of actions may be used:

Verbal warning:

When an employee violates any Reflections Academy policy or job specification, a supervisor may counsel the employee by calling attention to the violation and suggesting corrective measures. The intent of the verbal warning is to clarify Reflections Academy's expectations and help the employee improve their job performance. A verbal warning may or may not be documented in the employee's personnel file.

Written reprimand:

A disciplinary report is a document prepared by a supervisor, which shall include specific problems and corrective measures. The written reprimand may also include a deadline for making corrections and may also contain a warning stating that continued employment is in jeopardy. The supervisor will hold a meeting to discuss the written reprimand, and the employee will sign and date the reprimand.

The employee's signature indicates only the receipt of the reprimand and does not necessarily signify agreement. The employee may write additional comments regarding the reprimand to be added to the file. These comments will be attached to the reprimand as an addendum, but they will not affect the specifications of the reprimand.

A training/warning notice can be issued for first-time offenses. The purpose of the training/warning notice is to help the employee improve his/her work performance.

Suspension without pay:

An employee may be suspended without pay for a serious offense or a possible serious offense. The director will determine the length of the suspension. In cases

where all the facts pertaining to discipline problems are not immediately available, an employee may be suspended during a pending investigation. If the results of the investigation indicate that the discipline is warranted, the director may discipline or terminate the employee's employment at Reflections Academy.

If the results of the investigation indicate that the suspended employee did no wrong and that discipline is not warranted, the employee will return to work at their previous pay and receive back pay for the time of suspension.

Termination:

Only the director and board may discharge an employee. Before giving discharge notice to an employee, the director may review the case to insure that the grounds for dismissal are consistent with established policies. Termination may also be the result of mutual agreement, whereby both the employee and the director agree termination would be mutually beneficial. Employees who have been discharged will receive pay for hours worked less any deductions that have been authorized in writing by the employee. Terminated employees will receive their final paycheck through automatic deposit.

DISMISSAL

Reflections Academy will not discharge an employee who has successfully completed the probationary period without good cause as defined by Montana law.

Although disciplinary action may include one or more of the disciplinary procedures set forth in this handbook, they are not mandatory and a supervisor or the director may feel that certain conduct warrants immediate dismissal, irrespective of prior disciplinary action. Reflections Academy reserves the right to terminate an employee for conduct not specifically mentioned in these policies. The following conduct may constitute grounds for immediate dismissal. This list is not all inclusive, but is an example of the conduct that may lead to immediate dismissal:

- • Insubordination.
- • Theft.
- • The unlawful manufacture, distribution, dispensing, possession, or use of controlled substance.
- • Abandonment of duties.
- • Falsifying records, including time sheets
- • Abusive or criminal behavior including inconsiderate, unprofessional, or abusive treatment of students, their family or co-workers.
- • Possession of alcohol, tobacco (not locked up), drugs, firearms, explosives, or weapons on Reflections Academy property.
- • Use of alcohol, tobacco or illegal drugs on Reflections Academy premises at any time.
- • Arriving to work in a compromised or intoxicated state because of the use of alcohol or drugs.
- • Failure of a drug test.

- • Excessive tardiness or absence, whether excused or not.
- • Conduct that is injurious to the reputation or business of Reflections Academy.
- • Any inappropriate contact between a student and an employee.
- • Violation of any student or parent interaction guideline as set forth in this manual.
- • Violation of any federal or state law.

GRIEVANCE PROCEDURE

The term "grievance" means any dispute a non-probationary employee may have concerning the effect, interpretation or application of this manual or Reflections Academy's policies or procedures. Any party to these procedures shall be permitted to call other employee witnesses at each step of the proceedings. The deadlines contained in this procedure may be waived by mutual agreement of the parties, however, it is intended that this process shall not exceed 60 days in total length. If an employee has a grievance to resolve, the following steps should be used.

Step 1:

The employee must first try to resolve the grievance on an informal basis prior to initiation of the formal procedures set forth below.

Step 2:

If the grievance is not resolved through informal channels, the employee may present the grievance in writing to the appropriate supervisor. The grievant should provide as much detail as possible about the nature of the grievance, the circumstances surrounding the matter and the type of corrective action requested. The written grievance must be submitted within 10 calendar days of the date of the event-giving rise to the grievance.

The supervisor shall reply to the grievance within 10 calendar days from receipt of the written grievance. If the supervisor fails to respond, the grievance shall be determined denied and the grievance can proceed to the next step.

Step 3:

If the grievance is not resolved at Step 2, the employee may appeal in writing within 10 calendar days of the Step 2 decision to the director. A copy of the written appeal must be provided to the supervisor.

The director shall assemble an administration committee to reply to the grievance appeal within 10 calendar days from the receipt of the written appeal. If the administration committee fails to respond within 10 calendar days, the grievance shall be determined denied. The administration committee shall hear and review all evidence presented by the grievant, the supervisor and any witnesses with first hand knowledge regarding the event. The decision of the majority of the administration committee will be final.

RESIGNATION

Employees who wish to terminate employment with Reflections Academy are asked to give at least 2 weeks notice. All supervisors are expected to give at least 4 weeks notice. Supervisors may hold an exit interview with any departing employee to discuss the reasons for departure. This discussion may provide feedback that would be valuable in improving Reflections Academy as a place to work.

Employees who have resigned will receive pay for hours worked less any deductions that have been authorized in writing by the employee. The final paycheck will be mailed to the employee.

PROCEDURE FOR LEAVING EMPLOYMENT

The employee will remove all personal property. The employee will provide a permanent mailing address to guarantee his/her receiving the W-2 form needed for income tax purposes. An exit interview may be conducted to discuss reasons for departure as well as any questions concerning working conditions or treatment practices. The data gathered at the exit interview will not be filled in the employee's personnel file.

REFERENCES

Reflections Academy does not provide potential future employers with references other than to verify employment, length of employment, position and responsibilities while under the employ of the Reflections Academy.

COMPENSATION AND BENEFITS

EMPLOYEE DESIGNATIONS

Reflections Academy has two employee classifications. Exempt (salaried) and non-exempt (hourly). These classifications are related to the position held and the hours allowed to work. Exempt employees are those in supervisory and full-time positions. All other employees are non- exempt.

WORKING HOURS POLICY

For non-exempt employees the workweek at Reflections Academy is 40 hours. However, due to the nature of the work, there is no guarantee that there will be 40 hours of work every week. Because of the nature of the work starting times vary greatly. There are no scheduled breaks. The employees take breaks around the students' schedules. Meals are taken with the residents at the regularly scheduled meal times. The actual days a non-exempt employee works can vary from week to week.

For exempt employees the schedule can be regular or irregular depending on the situations that present themselves with the students. Exempt employees are expected to be to be flexible in their working hours beyond the minimum number in order to provide the services needed. All salaried employees come under the exempt working hours policy.

PAY PERIODS AND PAY SCHEDULE

Reflections Academy operates on an every two weeks pay schedule. Employee time sheets are due on every other Monday. All time sheets shall be turned into the

administration. An administrator will then review the time sheet and turn the time sheet into the payroll department. If a administration disputes the recorded times on the time sheet for any reason, the administrator will first seek to resolve the issue with the employee. In the event that resolution is not reached, the matter will be submitted to the director for review. All paychecks will be direct deposited into the employee's request bank.

Drawing on a salary or wage prior to payday can only be done in emergencies and must be approved by the Board. Mandatory reductions are: Social Security, Medicare, Federal and State Taxes. If an employee's wages are garnished, all relevant Garnishment Laws will be followed.

OVERTIME PAY

All employee overtime shall be approved by the employee's supervisor. For hourly wage employees, overtime pay will be awarded in compliance with Montana law, at 1.5 hours pay for every 1 hour worked over 40 hours during the regular workweek. If an exempt staff member trades with another staff, they must make sure that no over-time is accrued. If overtime is needed this must be approved by the director. Overtime not approved will not result in compensatory time. Trainings and meetings will not be paid as overtime. Salaried employees will not receive overtime pay.

DIRECT DEPOSIT OF PAYCHECKS

Paychecks should be directly deposited into a checking or savings account for employees. To receive direct deposit services, employees must fill out and submit a direct deposit form.

WAGE SCHEDULE

All employee wages will be determined by Reflections Academy on a case-by-case basis. Wages shall be determined based upon qualifications, experiences, and any other factor Reflections deems valuable to the Program. An employee's compensation rate can be re-evaluated, and Reflections Academy reserves the right to grant pay raises on a case-by-case basis as they deem necessary.

The efforts beyond the minimum requirements of the job are recognized through salary raises, bonuses, and assignments that recognize your professional and supervisory status and contribute to your occupational development and careers.

Professional and supervisory staff are paid a salary and are expected to work as many hours as necessary to complete their assigned duties, generally a minimum of 40 hours per week.

In the event of absence please report the absence to the administration. For sick and vacation days you will be paid your ordinary salary to the extent that you have earned paid absences per the conditions of your employment with Reflections Academy. To the extent that you do not have sick and vacation pay coming, your pay will be docked based upon a 260-day work year and your annual salary.

Salaried employees are not required to complete bi-weekly time reports.

BENEFITS

In addition to an employee's wage, Reflections Academy will provide social security, state unemployment, and workers compensation.

LEAVE TIME

Jury Duty: Reflections Academy will not grant paid leave for Jury Duty. If the jury duty is required of you, please inform the Administration with an estimate of how long the jury duty time will be.

Military Leave: Reflections Academy will allow for reserve military leave to any employee with danger of losing their job. Please inform the Administration of dates and length of time required for military leave.

Sick Leave: Reflections Academy will grant sick leave (without pay) where needed for an employee and her/his family's sickness if the latter requires the employee to be at home. We will be as flexible as possible about providing time off as seems appropriate and fair to the situation.

Voting: Employees are encouraged to vote during the non-working hours, but if this is not possible, they will be allowed time off to vote with pay.

Vacation Leave: Reflections Academy will work on an individual basis in regards to vacation time.

SOCIAL SECURITY

The Social Security program provides benefits for employees at retirement, or earlier, should an employee become disabled. The current rate of withholding is a percent of gross wage. Social Security withholding is mandatory. Reflections Academy is also required to match employee-contributions dollar for dollar.

STATE UNEMPLOYMENT COMPENSATION INSURANCE

Reflections Academy pays the entire cost of unemployment insurance, which is used to set aside funds to help an employee who becomes temporarily unemployed.

WORKERS COMPENSATION INSURANCE

Workers Compensation Insurance provides medical benefits and a percentage of lost wages if an employee is out of work for more than five days due to an on-the-job injury. Reflections Academy pays the entire cost of this insurance.



**REFLECTIONS ACADEMY, INC.
ENROLLMENT CONTRACT**

THIS AGREEMENT is made and entered into this ____ day of ____, 2016, by and between _____ (Parent/s or Guardian/s), and REFLECTIONS ACADEMY, INC., a Montana corporation ("Reflections").

- A. Reflections runs a counseling and treatment program for troubled teens (the "Program").
- B. Parent/guardian desires to enroll _____ (Student) in the Program.

NOW, THEREFORE, for good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, the parties agree as follows:

1. **Release.** Parent/Guardian agrees to indemnify, release and hold harmless Reflections, its officers, agents and employees from and against any and all claims, damages, losses and causes of action, whether known or unknown, fixed or contingent, that in any way arise out of, are connected with, or relate to the Student's enrollment in the Program, and any costs and attorney fees incurred by Reflections. This release shall also be construed as a waiver and a covenant not to sue.

2. **Consent to Treatment.** Parent/Guardian hereby consent to giving Reflections the following powers with respect to the Student:

- a. The power to seek appropriate medical/dental treatment or attention on behalf of the Student as may be required by circumstances, including, but not limited to, medical doctor and/or hospital visits.
- b. The power to authorize treatment or medical procedures in an emergency situation.
- c. The power to make appropriate decisions regarding clothing, bodily nourishment, medication and shelter.
- d. The power to implement appropriate therapeutic and behavioral interventions as may be required by circumstances.
- e. The power to enroll the Student into educational services, as deemed appropriate to the Student's needs.

- f. The power to sign releases for information and school activities.
 - g. The power to transport Student to services as required for treatment.
 - h. The power to provide drug testing.
 - i. The power to search the personal effects and the person of the Student.
 - j. The power to confiscate any and all items deemed by Reflections as contraband.
 - k. The power to photograph, record or create artistic facsimiles of the Student and their writings for commercial purposes.
3. **Religion.** Reflections agrees to allow the Student to attend a Christian church and to study Christian beliefs and principles according to the Bible.
 4. **Responsibility for Loss of Student's Property:** Parent or Guardian agrees to hold harmless and release Reflections and its staff from all liability associated with loss or damage of the Student's property.
 5. **Responsibility for Illness, Injuries or Accidents:** Parent or Guardian shall indemnify and hold harmless and release Reflections from injuries, illness or other damages occurring to the Student during the term of enrollment including, but not limited to, any illness, injuries or accidents resulting from Student taking part in the Program and activities of the Program.

Parent or Guardian hereby gives consent and authorizes the Program to utilize reasonable physical force or physically restrain, control and detain the Student for and including, but not limited to the following purpose; to protect the Student, to protect Reflections' staff and other students from physical injury, or threat of injury by a Student. ***Reflections is not a lockdown facility and physical restraint should not be intended for use in preventing a student from leaving the premises without authorization or running away. However, if Reflections staff recognizes that a student is attempting to leave the premises without authorization or running away and believes that the student's conduct endangers his/her own physical well-being or that of others; physical restraint may be applied according to this policy to stop the dangerous conduct. But, physical restraint should not be continuously applied as a means of preventing a student from running away.***

6. **Tuition:** Reflections tuition is nonrefundable under any circumstances and is paid quarterly on the first of the month. When the tuition is paid, the commitment is made. Should the Student leave the Program for any

reason, the tuition will not be refunded. Tuition may be increased with a thirty (30) day notice. Tuition fees cover the cost of residential boarding program, academic instructor, therapy and transportation for entire group activities and transportation to most routine services and projects. It does not cover medical expenses, special testing, clothing, incidentals, college courses, skiing/snowboarding and individual equipment or transportation that is unique to an individual Student and is not routine. A minimum thirty (30) day written notice of intent to withdraw a Student is required. This notice must be delivered via an email.

7. **Student Expenses:** Parent or Guardian agrees to pay the following expenses with respect to the Student:
 - a. Recreation activities, medical and dental expenses incurred by the Student.
 - b. **Additional Costs and Expenses:** In addition to the above tuition payment and certain Student expenses, the Parent or Guardian agrees to pay for the following expenses of the Student: an application fee, respite care and transportation to and from the airport, damages to the Reflections' equipment, property or facilities. Additionally, charges may be incurred for excessive drug testing, special events, and extracurricular activities. Students will be assessed additional charges for special or extraordinary transportation needs, one-to-one staffing, crisis intervention, special consulting, special tutoring, special lessons and specialized care.
8. **Early Enrollment Termination: Liquidation Damages:** Parent or Guardian agrees to the following provisions regarding early enrollment termination.
 - a. Termination by Program. The Program reserves the right to terminate this contract at any time due to illness, uncontrollable, or dangerous actions by the Student. Unreported or previously unknown medical conditions, prior injuries, or for any other reason whatsoever deemed necessary by the Program. In the event of such termination by the Program, Parent or Guardian shall not be entitled to a refund of tuition.
 - b. Withdrawal by Parent or Guardian. In the event that Parent or Guardian withdraws the Student prior to the expiration of the term of Student's enrollment, the Parent or Guardian shall not be entitled to a refund of any fee. Non refund of tuition is not considered by either party to this Contract as a penalty for early withdrawal of the Student. Instead, because of the cost amounts of such items as staff salaries, incurred debt reduction, staff schedules, inventories, operating expenses, etc., are so difficult or impossible to estimate, the policy of nonrefundable tuition appears to each of the parties as a reasonable estimate of the Program's losses (i.e. liquidation damages associated with early withdrawal of the student.)

9. **Governing Law:** This agreement shall be construed in accordance with and governed by the law of the State of Montana, without regard to the conflicts of law rules of such state.
- a. **Jurisdiction.** Any action or proceeding seeking to enforce any provision of, or based on any right arising out of, this Agreement may be brought against any of the parties in Montana Twentieth Judicial District Court in and for Sanders County, and each of the parties hereby consents to the jurisdiction of such courts (and the appropriate appellate courts) in any such action or proceeding and waives any objection to venue laid therein. Process in any such action or proceeding may be served on any party anywhere in the world, whether within or without the State of Montana.

IN WITNESS WHEREOF, this document has been executed as of the date written above. Both parties agree to the above. Montana law shall govern this Contract.

FEES:

Application Fees.....\$_____

Monthly Tuition.....\$_____

If parent pays month – to – month

Total Tuition Due: \$_____

OR

Application Fee.....\$_____

Monthly Tuition.....\$_____

If parent pays quarterly (3 months at a time)

Total Tuition Due: \$_____

ALL FEES ARE DUE ON THE FIRST DAY OF ENROLLMENT.

UPON ENROLLMENT ALL FUNDS ARE NON- REFUNDABLE. PLEASE NOTE THAT WHEN A STUDENT ARRIVES OR LEAVES THE REFLECTIONS PROGRAM DURING A TIME THAT DOES NOT MEET THE CONTRACT DAYS THERE WILL BE A CHARGE OF \$_____ A DAY. A LATE FEE OF \$_____ WILL BE ASSESSED IF PAYMENT IS NOT RECEIVED BY THE FIRST OF THE MONTH.

Student Gift Card

Upon Enrollment all Fees are Non-Refundable; Excluding the Student Account Balance.

We also request that you provide your daughter with a Credit Card Visa card or debit card in the amount of \$500.00 or more. This is for incidental fees.

We have read this Contract and agree to the conditions and fees as specified.

Parent/Guardian

Date

Parent/Guardian

Date

Reflections Academy, Inc.

Date



Reflections Academy

A Christian personal growth program for teens

Date: _____

Person filling out application:

Name: _____

Relationship: _____

Desired Length of Stay: (Please Circle number of months) 12 18 24 other _____

Child's Information:

Child's name: _____

Age: _____ DOB: _____ Adopted? Yes or No (circle one)

Child's SS# _____ Child lives with? _____

Does your child know about and/or that s/he is being considered for RA? Yes or No (circle one)

Mother's Information:

Mother's Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (_____) _____

Work Phone (_____) _____

Cell Phone (_____) _____

E-Mail: _____

Occupation: _____

Marital Status: Married – Divorced – Re-married - Widow

If re-married please supply information:

Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (_____) _____

Work Phone (_____) _____

Cell Phone (_____) _____

E-Mail: _____

Occupation: _____

How long re-married? _____

Father's Information:

Father's Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (_____) _____

Work Phone (_____) _____

Cell Phone (_____) _____

E-Mail: _____

Occupation: _____

Marital Status: Married – Divorced – Re-married - Widow

If re-married please supply information:

Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (_____) _____

Work Phone (_____) _____

Cell Phone (_____) _____

E-Mail: _____

Occupation: _____

How long re-married? _____

**If parents are divorced or separated, both parents must fill out
and sign the application.**

***** Please attach copy of court custody papers if parents are divorced or separated*****

IMMEDIATE FAMILY MEMBERS

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does
the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does
the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does
the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does
the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Referral Source:

Name: _____ Phone (____) _____

Financial Source:

Name _____ Phone (____) _____

Address _____

City _____ State _____ Zip _____

In Case of Emergency Contact:

Name _____ Relationship _____

Address _____ Phone (____) _____

City _____ State _____

Zip _____

Please describe your child's strengths: _____

Please describe your child's weaknesses: _____

Admitting Circumstances: _____

EDUCATIONAL INFORMATION:

Where does your child currently attend school? _____

Grade _____ Phone (_____) _____

Address City State Zip: _____

Does your child have any learning disabilities that she receives support for in school?

Yes No

Explain: _____

Has your child ever experienced any of the following from the school system?

Held back _____ Please list the dates _____

Promoted up a grade _____ Please list the dates _____

Suspended _____ Please list the dates _____

Expelled _____ Please list the dates _____

Does your child have any relationship with her teachers? Yes _____ No _____

Explain: _____

Please describe your daughter's academic strengths: _____

Please describe your daughter's academic weaknesses: _____

DEVELOPMENTAL HISTORY:

Please describe your pregnancy or whatever information you may have about the birth mom if applicable. (Prenatal, Postnatal in terms of complications, drug/alcohol use, accidents, medications, attitude regarding being pregnant.)

Was the child premature? Yes No

Did the child in some way seem different from birth or at a very early age? Yes No

Describe: _____

What illness did the child have during the first year of life?

- ☐ None
☐ Healthy baby ☐ Sickly baby
☐ Convulsions ☐ Accidents/falls
☐ Infections ☐ Colds
☐ Pneumonia ☐ Flu
☐ High fevers, up to _____
☐ Broken Bones: _____
☐ other: _____

Did your child reach developmental milestones (rolling over, crawling, walking, talking, and potty training) at appropriate ages: Yes _____ No _____ If no, describe? _____

Did your child experience any developmental problems as s/he has aged? Yes No If yes, describe: _____

Enuresis/Encopresis: (Bedwetting, urinating or defecating in places other than the toilet)
Yes No If yes, describe: _____

Eating Patterns/Problems/Nutritional Issues: Appetite: _____

Food, medication and any other allergies: _____

Sleep Patterns :(Past and present, nightmares, difficulty falling asleep, staying asleep, early rising, difficulty waking up, etc) _____

Average hours sleep per night: _____ Does she feel/seem rested during the day? Yes No

Has your daughter ever been sexually abused or molested? Yes No If yes, please indicate age and impact of abuse: _____

Traumas: (accidents, illnesses, broken bones, hospitalizations, allergies, witness to abuse, etc) _____

Sexual Development: (Sexually active, birth control, protection, STDs, sexual orientation, etc.) _____

BEHAVIORIAL INFORMATION:

Does your daughter have any of the following behaviors or history of such behaviors?
Please explain each one.

Fears/Obsessions/Compulsive behaviors: _____

Fire Setting: _____

Cruelty to animals/small children: _____

Runaway/Sneaking out behavior: _____

Destructive Behavior (Property destruction/vandalism/etc.): Aggressive/Violent behavior towards others (adults, peers, verbal/physical): _____

Delusions and/or Psychotic Behaviors: _____

Self-Harmful Behaviors (cutting, self-esteem, suicidal threats/attempts, eating habits): _____

Impact of Medical conditions on child's behavior/ emotion's, socially, etc. (past/current): _____

Any formal Diagnosis (Please attach any psychological reports) _____

Prescribed Medications: _____

Previous Discontinued Medications: _____

Attitude towards taking prescribed medications: _____

Student History

A surprising number of what are considered "normal" children may exhibit some of the behaviors and characteristics in an attempt to create an image and are not indicative of any serious psychological problems. Any comment you may have on these would be beneficial in our work with your child.

Please check all that apply to your child.

Accident prone

Alcohol use

Aggression towards others Alienation from parent/s Anxiety

Blacks out

Bedwetting

Blames others

Bullies

Basically unhappy

Binges and/or purges

Car theft

Cutting on herself

Cruelty to pets or animals Cries easily or often Complains a lot
Defiant
Destroys property
Difficult to control Dishonest
Dare Devil Behavior Depressed mood
Denies mistakes
Denies mistakes
Does not like being touched Drug use
Easily frightened
Excitable
Frustrated easily
Fire setting
Gang involvement
Irritable
Impulsive
Intimidated by others Internet addiction
Isolates
Lack of motivation
Lack of remorse
Lies
Manipulative
Manipulated easily by others Mood swings
Overeats
Obnoxious
Obnoxious
Panic Attacks
Poor concentration or attention span Poor hygiene
Phobias
Physical violence Quarrelsome
Rage attacks
Starves herself Suicide threats
Suicide attempts
School failure
Sexually acting out Sexual identity issues Seeks attention
Sneaky and/or deceptive Shy or timid
Strange thoughts
Sleep disturbances Theft
Threatens others Truancy
Threatens others Truancy
Temper tantrums Vandalism
Verbally abusive Violence
Withdrawn
Weapons

SOCIAL ATMOSPHERE:

Please describe your families and your daughter's home life: _____

Environment at Home (Peaceful/Dangerous/Chaotic; has own room, community is rural, inner-city, suburb, is the community perceived as dangerous, what is the home like (apt, trailer, house, etc.) : _____

Ethnic and Cultural issues/biases: (heritage; geographical location; family identity; belief system; cultural traditions; special diet, issues of discrimination/prejudices; or any other needs): _____

Socioeconomic needs (Income level, level of need, hardships, stressors, value of money): _____

Religious/Spiritual issues (History of church affiliation; beliefs about God; special issues; knows the difference between right and wrong?): _____

PEERS:

How many best friends does your child have? _____

Are there any friends/acquaintances that s/he would try to contact in the Montana, Idaho area: If so, Please list their names: _____

Does your child make friends easily? Yes No Comments: _____

Is your child: a leader a follower both (circle one)_ Comments: _____

When with friends, what kinds of activities do the child/peers engage in? _____

If your child was to run away, who would she most likely contact? Please list name, location, and phone number. _____

Any family members who would interfere with your child's treatment by assisting her elope from the program, or send in contraband items that would jeopardize your child's progress: Yes No

If Yes Please explain: _____

SUBSTANCE ABUSE HISTORY:

When did your family first recognize your child problems with substance abuse?

Please describe the impact of your child's substance use/abuse on:

Family: _____

School: _____

Community: _____

Legal: _____

Does your child have her own paraphernalia? Yes No Explain: _____

What is her attitude towards recovery? _____

Please describe your child's substance use history as you know it:

Age of Onset Form of Use/ Progression

Alcohol: _____

Marijuana: _____

Tobacco: _____

Crack/Cocaine: _____

Heroin: _____

Ecstasy: Methamphetamines: Inhalants: Hallucinogens: Prescription Medications:

Have any of the following ever occurred in association with your child's substance use/abuse: Yes or No

Detox Blackouts

Hallucinations Suicidal

Violence Accidents

Social Withdrawal

Overdose

Description: _____

LEGAL STATUS:

Has your daughter ever been arrested? Yes No

What have been the legal ramifications of arrests? (Detention, probation, outpatient counseling, inpatient counseling, hospitalization, etc.): _____

List each of the charges that lead to arrests: _____

How many times: _____

Is your daughter currently on probation/parole? Yes No?

Yes If yes, indicate name of probation/parole officer: _____

CLINICAL TREATMENT HISTORY

Please list all past facilities where your daughter has been placed outside of the home (i.e.: mental, hospitals, other outdoor therapy programs, other emotional growth programs, and/or attended AA/NA programs, outpatient therapists, psychologists, psychiatrists.)

I/We authorize the release of information to be received and delivered via written or electronic communication to the contact at the facilities, or independent practitioners below:

Facility Name _____

Dates To/From _____

Contact Name _____

Facility/Professionals Phone: (_____) Type of Facility: _____

Reason for Placement: _____

Outcome of Placement: _____

Facility Name _____

Dates To/From _____

Contact Name _____

Facility/Professionals Phone: (_____) Type of Facility: _____

Reason for Placement: _____

Outcome of Placement: _____

Facility Name _____

Dates To/From _____

Contact Name _____

Facility/Professionals Phone: (_____) Type of Facility: _____

Reason for Placement: _____

Outcome of Placement: _____

Mother/Guardian Signature: _____ Date _____

Father/Guardian Signature: _____ Date _____

MEDICAL HISTORY

Please list any current health problems that may pose a problem with your child engaging in any outdoor therapy activities, or field trips. Please explain:

Has your child ever been hospitalized for any physical reasons?

Yes _____ No _____

Reason:

Please give dates of hospitalization/location/details for physical reasons:

Location(s): _____

Date(s): _____

Details: _____

Has your child had a tetanus inoculation within 10 years? Yes _____

Date _____ No _____

Is your child current on her vaccinations? Yes _____ No _____

Please attach a copy of your child's vaccination records

Child's Family Physician's Name: _____

Date of Last Exam _____

Phone: _____

Does your daughter wear glasses or contacts: Yes/No

Child's Optometrist Name: _____

Date of Last Eye Exam _____

Phone _____

Daughter's Dentist Name: _____

Date of Last Exam: _____

Phone _____

Is your daughter receiving treatment from an Orthodontist? Yes/No

Orthodontist Name _____

Phone _____

Daughter's Gynecologist Name: _____

Date of Last Exam _____

Phone _____

PARENT/LEGAL GUARDIANS EXPECTATIONS FOR TREATMENT

(What are your expectations concerning your child's experience at Reflections Academy)

1. _____

2. _____

3. _____

4. _____

5. _____

Discharge Planning:

What is the current plan for discharge once the your child discharges from this program?

Has the child worked previously with an outpatient counselor? Yes ____ No ____ If yes,
name of counselor: _____

Will the client continue to work with previous counselor once discharged? ____

Will you need assistance in locating and scheduling discharge counseling? ____

Signature of:

Mother: _____ Date _____

Father: _____ Date _____

Reflections Academy Parent Handbook

Reflections Academy Mission Statement

To empower adolescent teens to uphold high standards of character, academic achievement, physical fitness, and spiritual values in order to become valuable members of their families and society.

Our Purpose as a Reflections Academy Family is:

To create a support system based on a safe environment of effective communication, respect, a place to be vulnerable and free of judgment where unconditional love, positivity, and honesty are the foundations of our sisterhood.

Reflections Academy Inc.

Services Provided and the Plan of Operation

Set in the beautiful mountains of the Pacific Northwest, this transitional residential experience is designated for boys and girls between the ages of 13 to 20. Reflections Academy is unlike traditional wilderness or ranch programs. The program has been created as a practical skills learning opportunity for those teens who are not ready to rejoin their families. Reflections Academy provides a non-threatening, structured, yet nurturing environment for teens whom need to develop interpersonal skills and a stronger self-esteem. Reflections Academy is a home-like environment where teenagers come to live, grow, develop, and overcome their problems. The concept is that at Reflections they create opportunities for themselves in order to face their problems, conquer them, and rejoin their families.

Reflections Academy offers the students:

- • Professional therapy
- • Academic instruction
- • Individual and group therapy
- • A focus on creativity through art, music and writing
- • Physical fitness and recreational activities
- • Sunday church, Bible study, and youth group
- • Addiction group for those who need it
- • Adoption group for those who need it
- • Community service projects
- • Assistance in understanding life
- • Guidance in grasping their place in the world
- A non-threatening, supportive, home-like environment to solve overwhelming problems

Understanding the Level System:

To assist the students in achieving and maintaining a higher sense of themselves, we have a level system. The system includes four levels. Students enter on level two. There are consequences, privileges, and rewards attached to each level. Students are expected to move up and down the level systems as they lose and gain trust. The beauty of the system

is how they handle their “drops”, what they realize from the loss and gain of levels, and the discussion that is initiated about how this relates to things that happened at home.

We define the levels this way. Level one is about being in resistance, not open to change. Level two is called open, which means the student is willing to consider change, but does not act upon it very consistently. At this level the student is consistently compliant. Level three is when a person decides to take on change and begins to implement other working choices as well as change behavioral patterns. This decision can waver. If the student consistently falls back, then s/he may end up being dropped to a lower level. The last level is four, which means the students is working to make changes in his/her life far more consistent and regular.

Tied to these levels is the issue of trust. Level one has little or no trust up to level four, which has the most trust. The trust is based directly on the students’ results. When a student wants to vote up, s/he must get the support from the clinical team, accomplish whatever tasks are required for that level, and then if approved for consideration, s/he will present herself to his/her peers for feedback. Based on his/her results a decision will be made regarding the level.

The level system is not a grading system. It is not about being an A, B, or C student. The whole process, while attending Reflections Academy, is about a journey. It is about getting real (honest); revealing to him/herself and others personal issues; and healing. This happens in the journey at all levels. In order to do effective personal growth, we find that the students often move up and down the levels during their time at Reflections Academy.

The system is a tool, a way for the students to mark their progress. It is also a way to experience consequences for their choices both positive and negative. It really helps in the communication of the progress to all parties concerned: students, families, and staff.

Be Aware

We want to share with you some of the pressures you may experience from your child. Most students want to leave the program and get back to their old life. When your child first comes to Reflections Academy there is usually a “honeymoon” period. The scenery is beautiful: breathtaking mountains and the river. However, when s/he sees that the program has high attitude/behavior expectations, a set of rules and an instances that s/he can make appropriate changes, the “honeymoon” is over. While no two situations are the same, the student will then go through several phases. We outline some of them below.

Denial Phase – This is identified by statements like:

“I can’t believe you did this to me.”

“I don’t belong here.”

“I’m not learning anything, all they do is babysit me” “The kids here have much worse problems than mine.” “They have kooks and drug addicts here.”

Guilt trip Phase – This is identified by statements like:

“If you really loved me you’d bring me home.”

“You don’t know how terrible it is here, or you’d get me out.”

“I’m going to starve, the food is disgusting.”

“No one cares about me.”

“You can’t believe the counselor; she will say anything to keep me here.” “The others here are a totally bad influence on me, you should hear what they talk about.”

Anger Phase – This is identified by statements like:

“If you ever want to see me again, you had better get me out of here.” “You’ll wish you had never done this to me.”

“I don’t want to be your child anymore.”

Negotiation Phase – This is typified by statements like:

“If you bring me home, I promise there won’t be any more problems.”

“We can work out our problems at home better as a family, we can go through therapy together.”

“If I work hard, will you bring me home by _____.”

“I’m willing to work on my problems. Can’t I do it at a different program, one that will help me?”

The agenda in each of these phases is to work on your emotions in hopes that you will take your child out of the Reflections Academy, Inc. program, this way s/he does not have to get through the long hard process of making changes. We can certainly all understand why a student will try any or all of these manipulations. We have found that if the Parents/Guardians and the program remain strong in their resolve, the student will finally accept and get involved in the program.

Positive behavior can best be realized when parents/guardians and the program support each other. Students often try to thwart that support by telling us what terrible parents you are, and by telling you what a bad program we are. We both need to show support for each other, otherwise it gives the student an excuse for not working in the program. One very important time we can support each other is when your child asks, “When can I come home?” If you tell your child a date or give them a time frame, then your child will focus on putting in “time” rather than focusing on making changes. What we suggest is that you tell your child that s/he will be here until the team (which you are a part of) recommends returning home. This message will create the most amount of incentive to work the Reflections Academy Inc. program and make necessary changes. Your support in this way also allows us to be able to outline for your child what needs to be different in order to return home. The other benefit is that it takes the pressure off of you. Your letters can be friendly, loving and encouraging rather than having to justify and defend why your child is in the program.

Reflections Academy has had the best results when students have remained in the program for a year or more and meet all the criteria for completing the program. The student realizes and accepts that she is here until s/he meets these changes. Then, and only then, will the Reflections Academy, Inc. program begin to work for your child.

FIVE FATAL MISTAKES TO SINK YOUR CHILD’S PROGRAM

1. Talk about “time” with your child. Promise them that they will be home by a certain date. This way they can just “put in time” without the burden of making

long term changes. Your daughter will have one foot in the program, and one foot at home. Tell them if their favorite staff leaves the program they can come home. Remove your child from the program because you are out of money. Reflections Academy IS RESULTS BASED-NOT TIME BASED.

2. Worry about your child not loving you and not receiving his/ her approval after you have placed her in a program. Feel guilty when your child is angry with you. Refusing to own that you couldn't help your child. You sent your child to Reflections Academy yet continually tell Reflections how to run certain aspects of the program. You resist following the Reflections lead and instructions. Reflections Academy IS SUCCESSFUL WITH YOUR CHILD WHEN YOU FOLLOW THE CLEARVIEW LEAD AND INSTRUCTION.
3. Whenever your child has a problem or consequence, rush in and save the day. Your child will learn that your love and support is greater than his/her need for accountability. Question your child about staff practices. Act as if you don't trust the program. Be critical of the staff in front of your child, yet expect your teen to feel that s/he is in a great program that is helping his/her heal. Refuse to let go—try to control and protect your child's experience and progress. This has always worked so well in the past. JOIN THE Reflections Academy TREATMENT TEAM AND SUPPORT THE PROGRAM FOR THE HEALING OF YOUR CHILD.
4. Talk and write about how you love and miss your child and constantly think of your child. This makes your child sad, homesick and she will stop working the program. Believe everything that your child says about the program, staff and students. Forget that your child is a master manipulator who is a master at working you. Forget that your teen has a record of lying and poor decisions. Listen to his/her carefully when s/he says, "I honestly don't think this is the best suited program for me. I could get more one to one therapy and feel more comfortable in a shorter term program." THIS IS WHEN PARENTS NEED TO TAP INTO TOUGH LOVE – "You're staying, make it work, another program isn't an option."
5. Continue to talk and relate to your child in the same manner as you did when s/he was home. Don't be surprised when you get the same results and attitude from your child. Parents who refuse to take an honest look at what's not working in their own lives through individual or couples therapy are often surprised when their fixed child comes home to the same family they left, and the family is faced with a new disaster within three months. Parents, who fail to realize that they play in intricate role in their child's success in the program and in his/her success at home, often fail to realize that they sabotage their child's healing by continuing to relate to their teen in old dysfunctional patterns. PARENTS NEED TO REALIZE THAT WHAT THEY WERE DOING WITH THEIR CHILD WASN'T WORKING AND CHANGE IS NEEDED. YOUR TEEN NEEDS TO CHANGE

HER “MIND SET”. THIS TAKES TIME, A PROFESSIONAL THERAPIST AND A NEW ENVIRONMENT.

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian’s desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student should include the program’s name, Reflections Academy, along with the student’s name.

Email

Students usually should send parents and email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

Packages

Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it should be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

Weekly phone calls are generally with a therapist, the student, and his/her parents/guardian. For the first few weeks the phone call procedure should be amended with the guidance of the clinical team. The phone calls are generally limited to the parents/guardian. Additional phone calls may occur under supervision of a therapist or staff for a specific purpose. Level four students should be able to get two phone calls a week.

The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can’t keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

Parents should have a periodic update on their daughter’s progress by the administration and/or the therapists. Parents are welcome to call or email concerns/questions at any time. Emailing is encouraged because it will be the fastest way to get a reply. Parents can discuss specific academic progress with the academic department.

Visits

Reflection Academy program does include times for visitation (on/off campus and at student's home). This is considered a key component of the program. Depending on the students' needs, they may go off campus during the day or overnight. The final plans should be made by the parents/guardian and the clinical team. All persons should conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student should sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians should contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians should be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy

At the time of the enrollment the student and parent should be informed of this Communication Policy.

Behavior Management

Reflections Academy works to assist students to understand what they do to create choices in their lives, and that there are implications because of these choices. Reflections Academy helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action s/he may be rewarded. When s/he makes a non-working decision or action, s/he should receive a consequence. Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning

process and a necessary part of the supervision and control of the students. Its duration should be only as long as needed for the lessons to be learned. Positive constructive measures should be used to maintain standards.

When a student arrives on campus, the student should be provided with a handbook, which includes her rights and responsibilities along with the rules of the facility, and Reflections Academy procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider change), initial (beginning to make choices that involve change), and internalized (consistently responding in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, goal sheets, and their therapist's input are all-important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the student's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action should be created for each student and should be regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a student first comes to Reflections Academy s/he is not on a level but rather s/he stays with a "Little Sister/Brother". A new student should stay with his/her mentoring student for at least two weeks (could be longer) helping with the Big Sister/Brother's chores. S/he should stay with the student and learn the routine. During this time the Little Sister/Brother is mentored by the Big Sister/Brother to learn how to live in his/her new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list, wear makeup and uniforms (polo shirts, fleeces, jackets, and beige pants), have weekly phone calls when appropriate, view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes in the lodge, store their clothes in their bedrooms (when possible), can go into the other bedrooms (to provide support), spend some money on snacks, watch one approved TV show a week, and go on the school related shopping trips. Level four have their special bedroom, wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no makeup and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

The new student:

- • Reads and sign all Reflections house rules – including The Rights and Responsibilities
 - • Reads and sign all Reflections Academy academic rules
 - • Reads and sign the Reflections Academy Internet Policy
 - • Follow Big Sister/Brother everywhere learning the routine
 - • Is not generally given consequences
- The Essentials:
- • Is issued a uniform and has initials on everything.
 - • Goes over clothes and makes sure they are inventoried and labeled.
 - • Places hygiene articles and clothing in assigned areas.
 - • Gets an academic cubby for storing books, papers, etc.
 - • Is assigned/doing a chore, laundry day, meal day

When students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude, positive staff/peer interaction, and leadership. The students must give the clinical team one week's notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. S/he will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, s/he will be told what needs to be the focus point of his/her program.

Discipline

Honor Code and Citizenship Violations

The Honor Code is a set of rules and principles based on the beliefs of Reflections Academy as to what constitutes honorable behavior within a community these beliefs are in alignment with Judeo-Christian principles. Those who are in violation of the honor code can be subjected to various consequences for those actions.

There are Citizenship Violations, which involve the day-to-day choices (i.e., clean up, dress code, late to bed, etc.) resulting in loss of privileges and/or earning of appropriate consequences. The Honor Code violations focus on behaviors that can be a struggle for the students at Reflections Academy. The behaviors regarding tobacco, drugs and/or alcohol, hazing, and/or harassment, major dishonesty/stealing, illegal items, inappropriate sexual relations, vandalism, internet violations, and insubordination.

The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

A probationary period could involve having a buddy for a period of time, limited access around the campus, limit choices during free time, additional activities deemed appropriate for the situation, and extra therapy/tutoring. The goal is to support the student in personal growth.

Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence should be appropriate to the situation and matter to the student as a deterrent. The consequence should be provided as close as possible to the time when the violation occurred. The student should be notified as to the reason for the consequence. The least restrictive method of procedures should be implemented in order to provide safety for all parties concerned.

The consequence should not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline should not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Students should not administer discipline to another student. Medication should not be used as a form of discipline or as a substitute for appropriate treatment services. Students should not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures should be supervised by staff.

Peer Review Committee

The peer review committee involves staff and fellow students (level three and four), who are brought together to provide a positive approach in developing the student's sense of accountability, responsibility, and self-esteem. The peer review committee dedicates time and service in assisting the staff to support the students who have broken the honor code. The committee meets as needed to review the honor code violations and to apply solutions and consequences to help maintain the structure of Reflections Academy as a whole and the integrity of each student in its care. This committee helps to define the natural/logical solutions that are created from the non-working choices that a student makes. (The solutions are defined in the next section.) The peer review committee also confers in regards to how to support a student who wishes to vote up. They take other requests from the rest of the student body (i.e., suggestions for an activity, a request for a rule change, etc.) and bring these issues to the clinical team. The experience of sitting on the committee provides the students with valuable experiences that can be an exceptional asset to many future endeavors later in life.

Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the **challenge**. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, s/he could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is **engagement**. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student. Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences should move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

The **evaluation** occurs on several fronts. The students who broke the code do an evaluation of the progress made during their daily routine. It is also done by the staff

and the peer review committee. The peer review committee and the staff review their own work as to the level of effectiveness in supporting the students.

Intervention Experiential Learning

Intervention experiential learning is organized learning that is a customized designed process, whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives. The amount of time students spend in the experience depends partly on the individual student's level of commitment to their own personal accountability, motivation, and growth. The staff and the peer review will help the student define experiential learning that would provide the best benefit. It is believed that this learning could mark the beginning of reciprocal changes and new developments for the student.

The experiences are developed to create opportunities to allow the student to see how they can create choices in their lives, and that there are implications to these choices. During these learning experiences they are given the opportunity to take action, realizing they are freely making the decisions, and then they accept the responsibility for the choices made as well as the consequences.

Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty leading might be asked to take a leadership role for a certain activity. Another example could be a role-playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing deescalate techniques when a student is upset. Passive physical restraining should not be used unless an individual student, students, or staff is in imminent physical danger. The restraint should be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric condition as well as the personal history of the student. The restraint should be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved should complete an incident report. Members of the administration should be notified immediately, so that future preventative measures can be put in place. The student's therapist should also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student should be informed and kept up-to-date on the progress of their daughter in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training should be documented and acknowledged in writing by the staff at the time of the training.

What is Reflections Academy all about?

It is a Structured but Open Communicative Program. At Reflections Academy our Christian mission is to help girls to grow in Emotional Fitness, Academic Fitness, and Physical Fitness. We reinforce and build Self-Discipline and Self-Respect while developing a positive Self-Image. The student will receive behavioral training tools, which will benefit her for the rest of her life. At Reflections Academy we live through Christian-Judeo values. Reflections Academy has a very structured program of activities, studies, and therapy programs, both group and individual as well as family therapy.

Reflections Academy offers weekly individual and group therapy. Students participate in weekly individual therapy. Group, individual, and family therapy will be conducted by appropriately qualified and experienced Reflections Academy personnel. The therapists provide a variety of treatment types, such as, DBT, EMDR and reality therapy to name a few. Whole group therapy is highly effective with adolescents and occurs weekly. Specialty group therapy, such as adoption groups, occurs once a week. Experiential therapy is included in the techniques used in group therapy. It is fascinating how effective “group” is to the overall outcome and the ultimate successful return home of your daughter. Family therapy also occurs during family visits.

Parent Cooperation

It is difficult to work with your child unless we work in a united format. It is important to follow Reflection Academy’s lead when in communication with your teen. You brought your child to Reflections because you had problems dealing with him/her. Overindulgent parents can hinder all of our progress with your child. So please, anytime you have a question, do not hesitate to call and ask us. Anytime that you do not understand anything that your child tells or says to you, please ask us. Remember, in many instances, your child hasn’t always been truthful with you when at home, so, do not expect a rapid change when first communicating

Trauma of any sort exacerbates her desire to “work” you by distorting the truth. They are focused on avoiding at all costs. Expect it. Your child is defined by the events that have happened in their lives. They believe untruths about themselves based on certain events and now they feel they must protect themselves at all costs. They are not listening to the logic you are presenting to them.

As time goes on and your child shows progress, you will notice much more truth and sincerity from him/her. Mutual trust is the key. We have to be able to trust you in your communications with your child. We have to know that you are following our lead and direction. Conversely, you need to trust us. This is imperative as it will determine your child’s mindset. And, your mind set will always be telegraphed on to your child’s, be it intentional or not. We all must be on the same page 100% of the time.

As a parent have also played a role in your daughter’s current situation. Perhaps you will need to do some self-exploration. This may include examining your life – the sacrifices made and the dreams abandoned. You may need to ask yourself if guilt and fear have enabled you to make excuses for your child and prevented him/her from taking on a sense

of responsibility and growing up. The point here is not to beat yourself up, but rather to understand more fully what is going on for yourself and the family as a whole.

This is the level of parent participation we recommend at Reflections Academy:

- While your daughter is here, she will be keeping a journal. We recommend that you should also keep one. You should write about how things are different with your daughter gone. Notice how are your relationships with others are changing. Notice your reactions to letters she may send or to conversations you have in family therapy.
- Please write to your daughter once a week.
- If you do not currently see a therapist, we strongly suggest that while your child is at Reflections Academy, you consider entering into individual or family therapy. This will provide you with a supportive place to examine your feelings about your child as well as a place to look at how you were pulled into her dynamics and to examine your own fears and faults. Hopefully, you will rediscover the dreams that you have for yourself, your child, and your family.
- Please complete tasks assigned by the clinical team. These may include reading assignments, writing assignments or letters addressing issues specific to your daughter.

Reflections Academy's program encourages a change from the student as well as the parent in both mind set and performance. It is very typical for a new student to go through a "honeymoon" stage where they are literally the perfect model student. This is how they want to be perceived. It is only after this period that therapy can truly begin – the time when the clinical team actually sees the real teen that the parents have been dealing with. The students all experience considerable changes and greater structure than in their home environment. This is something that you would certainly expect. How else can the changes you expect to see be successful if there are not changes in your daughter's daily life. None of us can change years of bad habits overnight. This is why the program generally requires 12-18 months – it does take time. Research supports the fact that it generally takes this amount of time to have a person thinking differently. There are many complex ingredients, which make up the Reflections Academy's program. It is specifically designed to return your child home as a cooperative family member.

Reflections Academy is not a lock down facility. We need to see your child as s/he is at home. Your child needs to be given the opportunity to make the mistakes that become the focus of the therapy sessions. This degree of freedom is critical to the success of our program. To test their character development, they will attend church groups, community involvement, adventure trips, etc.

We are located in a very rural area, it is possible for determined students to run away, parents assume the risk of such conduct and Reflections Academy has the right to

terminate a student's enrollment for such conduct. Parents will be held responsible for tuition and any expenses arising out of such conduct. Our main guideline is to keep your child and all others safe.

The program is based on Judeo-Christian values. These values are strictly enforced and not taken lightly. We attend a non-denominational Christian Church every Sunday that includes a seasonal bible study and a youth group.

Enrollment Procedures

All paperwork must be completed. This includes a completed application, signed enrollment contract, photo ID, insurance information, copy of a birth certificate, immunization history, school records/transcripts, and any dental or medical information that Reflections Academy must immediately know about. It is important that all parties understand that all tuition is non-refundable.

Once the decision to enter Reflection's Academy is made, and enrollment completed, you can travel with your child to Spokane, Washington or Missoula, Montana where you should rent a car for the scenic drive to Thompson Falls, Montana. In some cases your child may appear to be threatened by the idea of change. If you are concerned that your child's reaction to your decision will cause an increase in the level of tension in your family and that s/he will not be cooperative, you may wish to consider a transport service to come to your home, surprise your child and transport her to the program. If this is your only option, you can google "youth transports" to research what is offered.

Upon arrival in at the program, the new student's luggage and all other belongings will immediately be taken into the office. The students should not arrive at the lodge with expensive jewelry. It will be sent home with the parents. The new student will be introduced to her big sister/brother and all of the other students in the program. Her big sister/brother will give him/her a tour of the lodge. Drug testing will be administered. The new student will review and initial the Reflections Academy Rules Sheet as well as the Rights and Responsibility Sheet with her big brother/sister and/or staff.

When your child is ready to leave the program for visits or departure, arrangements must be made through the Clinical Team. Parents must always make arrangements with the administration before arriving at the Lodge to see their daughter.

It is the policy of Reflections Academy that all correspondence addressed to its residents, including faxes, letters and packages will be read. This is for therapeutic information as well as if anything seems confusing – it will be discussed by the team, which includes the parents. All mail sent from the lodge goes to the parents and may be distributed by the parent. After a student's admission, incoming correspondence to the student shall only be permitted from those family members and individuals that have been approved by the resident's parents or guardians. We prefer that all mail goes to the parents first and then to us. All packages will be inventoried. We encourage that you write letters to your child once a week. Letters allow you both to give thoughtful responses and non-judgmental feedback. The therapists could discuss possible topics for letters. To help your child gain

the most from this process, the therapist may read the letters prior to sharing and discussing them with you and/or your child in therapy. Your child will be encouraged to respond to the letters you send as well as any letters from the rest of her immediate family, including grandparents and siblings. These letters are very important to help heal strained family relationships. For this reason, we feel that only your child's immediate family should write to her. In the early part of the program it is not a good practice to have the child receiving letters from friends or boyfriends. This is highly distractive and helps the student to avoid thinking about personal issues. As well as letters, you may wish to send simple "I'm thinking of you" cards, but please keep this to a maximum of 2 cards per week. Too much correspondence sends a message that you might "cave" and bring her home no matter what you say. In the event of a family emergency, the clinical team and the parent/guardian should work together to decide if the student should go on a home visit. We would encourage the student to return to the program as soon as possible.

Parents are encouraged to visit their child at Reflections Academy. Depending on the student's needs at the time s/he may go off campus during the day or overnight. Final plans should be made by the parent/guardian and the clinical team. The clinical team needs prior notice that should be provided to the therapists and/or administrative office. Family therapy usually occurs during the time of a local weekday visit. Approval must be given by the clinical team before arrangements are made. The team should work with the family to determine the best possible circumstances for the visit depending on the child's current choices. Flexible airline tickets should be purchased. It is imperative that the continuity of the resident's therapeutic work not be compromised. Some of these visits strictly occur near the campus and others, if deemed appropriate, would occur at home after the student has been in program for a certain amount of time.

Our official address is P. O. Box 1713, Thompson Falls, Montana, 59873. For packages sent via UPS or Fed Ex the physical address is 171 Harlow Road.

Medical Information

Medical appointments will be made by the administrative staff. Upon arrival at each resident is scheduled for a routine physical examination with a primary care physician. When needed the girl may also be scheduled with an ob-gyn exam. During the course of their program, the girl's medication evaluations will be evaluated regularly by a psychiatrist or doctor.

Parents must set up an account at Doug's Drug with all insurance and payment information as well as any other information that the pharmacy may require. We use these pharmacies because they provide bubble-wrap (State Law) medications. Doug's Drug can be reached at (406) 827-4349.

Students are assisted one at a time. The student is given her medications that must be taken and then followed with a full glass of water and a couple of crackers. They do a mouth sweep and may be asked to cough. The entire self-administered procedure should be overseen by the direct care staff to insure that the meds are given properly. The staff

documents what was taken on the student's medical information sheet. We also keep a log with the monthly status of menstrual cycles, weight and over the counter medications.

Education

When your child enters the program, Reflections Academy staff will determine the appropriate course work. Most students take online courses. These courses are monitored by our teacher in the summer as well as throughout the school year. Online courses are closely monitored courses that allow the student to take courses through distance learning opportunities. All of the distance-learning opportunities are accredited curricula. Online college courses are also available to the students for an additional fee. You may provide your child with a factory clean laptop for school. Reflections Academy does supply laptops at an additional cost. Your daughter can then take the laptop home at the end of her program.

House Rules

All students are expected to contribute to the Reflection's family just as they would be expected at home. However, a very common element in the vast majority of the students is that they have a very poor to non-existent work ethic and contribution to the family. At Reflections, they launder their own clothes, help prepare meals, garden and help keep the lodge clean. They do this in the attempt to return their sense of work ethic.

When your child makes a positive decision or action, she may be rewarded. Conversely, when s/he makes a negative decision or action, s/he will receive a consequence. Consequences are closely related to the severity of the transgression.

Appropriate attire is required at all times. As a general rule, modest is best! During the early part of a student's program s/he will be mainly wearing a uniform (polo shirt, beige pants, green fleece and jacket).

If needed, please provide us with glasses/contacts, a retainer, and a month supply of all prescription medications. Any vitamins, or over-the – counter medications such as Midol should be provided as well.

We ask that your child not bring any photos of friends or jewelry (including piercings). Please no I Pods. We would appreciate that cell phones be left behind.

The students participate in a wide range of recreational activities including swimming/boating on the lake, square dancing, softball, camping, rock climbing, river rafting, and hiking. In the winter months we can have some cold, snowy nights when we light the fireplace and learn to play music, construct arts & crafts projects, watch a movie, or play games.

We want our students to always have a wonderful birthday while enrolled in the program. The student may ask for a special dinner. Payment for birthday parties will be made from the student's debit card and only with parent approval. If your child's birthday (or a

religious holiday) occurs during stay with us, we ask that you send a limited number of appropriate gifts that are helpful for therapeutic work. Some suggestions might be:

- Journals (without a lock and key)
- Art Supplies
- Homemade baked goods (will be shared)
- Stationary
- Special pens or pencils
- Autograph books (to collect signatures of classmates)
- Positive books
- Cameras
- Picture drawn by a family member
- Story/poem written by family member
- Arts and Crafts materials

Socks and pillowcases with special phrases or pictures are also nice.

Please remember that these gifts are for birthdays or holidays only. If you wish to send something not listed that you feel may be appropriate, please feel free to ask us.

Confidentiality

Reflections Academy recognizes the right of all students and families participating in the program to confidentiality surrounding their placement and treatment. All Reflections Academy employees should have been trained in this issue and should have signed a confidentiality statement prior to employment. These statements should be kept in their employee files at Reflections Academy. We further certify and attest that our employees may not disclose any information to the public regarding the following:

- Any information in any student's personal file.
- The identity of your child (or family) at Reflections Academy
- The identity of any former students (or families)

Reflection Academy hereby certifies that only the parent or guardian can give permission to disclose any information concerning your child's status as a student, and that such permission must be given in writing. Your child may, at times, talk to or take photos of the other students at Reflections. It is not appropriate to ask their name or share the photos with any other people. You may not disclose personal information regarding information about others unless that person has granted you that authority in writing.

Coming Home

It is recommended that you avoid talking to your child about coming home. It is advised that a date never be given of when s/he is coming home, because all progress at Reflections Academy will stop. Reflections Academy is results oriented not time oriented. When the students have a pattern of positive outcome in their lives the family and clinical teamwork together to develop a home contract. This occurs when the student achieves and maintains level 4 (internalized). Reflections Academy does provide after-care coaching for a fee. The coach will work to support the family with living by their declared values and contract.

Student Billing Account

The tuition covers a majority of the student's expenses, however there are some items that will incur an additional cost. If a student needs intensive supervision because of a serious illness (goes to the hospital and the staff must stay with the student) or if the student runs away, then special staffing would be in order. Basically special staffing is when a student needs beyond the normal care provided by the program and is not accounted for in the regular budget.

This cost should be billed to you in a monthly bill. This should be billed separately from the tuition. Some months you would not receive a bill. Other months you would be charged for such things as parent workshop fees; summer special programs that are set up for the students such as rock climbing and rafting; and other activities such as square dancing, and attendance at a special activity such as a football/basketball game, horseback riding, etc. Some of these expenses are a required part of the program, others parts are optional. Letters are sent out during the year explaining any of these expenses. Skiing, if you allow your child to participate, is paid by credi/debit card. Some of the expenses for special events have to be paid in part or whole by check. This is why we have this special billing account.

Debit and Credit Cards

Students are required to have one debit or credit card with at least \$500 to \$1000 on them. The student's individual cards are locked in a safe. They are used by staff when the students go for a meal as a special activity. They are used once a month to purchase needed items such as hygiene products. The upper levels are allowed to purchase one snack or drink per week as a special privilege. The students make out a purchase order for these items. The cards may also be use to pay a co-pay for a medical appointment. You can set up the card with the ability to review the charges. Any request out of the ordinary should be brought to your attention for your guidance and approval. If you have any questions about the special account or credit card charges, please call the office for clarification.

Visits

Generally the students are up at 6:00 AM and ready for the day by 8:00 AM. They go to bed at 9:00 PM for lower levels and by 9:45 PM for upper levels. Staff can be settling down for the night by 10:00 PM. It is for this reason that we ask that the students depart and return to the lodge no early than 8:00 AM, and that they get picked up or dropped off by 8:30 PM.

We do realize that there are occasions when things may end up being earlier or later than these time frames. It will be important that you communicate exactly what time your child will be picked up from or return to the facility. However, we need to let you know that if your teen is picked up or returns in the middle of the night, there will be a charge for keeping up or waking up the staff during their off sleeping hours.

We just wanted to make this clear to everyone as to when are the appropriate hours for arrival and departure and that a possible charge could occur for very off hours when arriving or departing.

When planning for a visit, it is important to follow these steps. You can discuss the plans with your family therapists then make a formal request to the director by email. This request will be taken to clinical to be reviewed. Then you will be notified as to the clinical team's decision. Basically, the plan is devised by both the team and the parents. After the plan is finalized, make sure the director knows the exact details of the visit as far as the dates, time of pick up/drop off, the location, and itinerary if applicable. Finally, enjoy your visit.

Student Rights and Responsibilities

Students Rights are as follows:

The student has the right to:

- receive care and services, including educational services within the program's capacity, mission, and applicable laws, and regulations.
- be free from discrimination.
- a safe environment with a respect of human dignity.
- have handled discreetly any information and records of the students and families.
- a description of communication/visitation policies, which includes the right freely send and receive communication to people deemed appropriately by parents/guardians and under the guidelines of Reflections Academy's guidelines.
- a clearly outlined procedure for grievance, which protects the rights to receive fair and equitable treatment in regards in the policies and procedures of the program. This shall include a prohibition on retaliation against a youth for submitting such a complaint.
- be allowed to report abuse under the guidelines of the law and provided through a process outlined in Reflections Academy's policies.
- be aware of the limitations that are necessary for the program to maintain a contraband free environment , including the types of searches that are allowed in the program and the training the staff receives to conduct the searches.
- be free from corporal punishment or the inflection of pain as a disciplinary measure.
- have a student handbook.
- request and receive health care services.
- be allowed to review your personal therapeutic records under the guidance of therapist
- a diet that is nutritionally sufficient.
- be allowed to participate in expression of faith in accordance with the Reflections Academy's program.

Student Responsibilities are as follows:

The students have the following responsibilities to:

- provide to the best of their knowledge, accurate and complete information about present problems, past and other matters relating to their care and education.
- protect of the privacy of information.
- participate in the implementation of their education and behavior plan.
- follow the rules of the program affecting their care and conduct.
- be responsible for their consequences as a result of the choices made.
- be considerate of others – students, staff, visitors.
- be considerate of the property of others and of Reflections Academy.
- be responsible for personal belongings.
- complete the duties and assignments as directed by the program, staff, and school.
- not to withhold important information that would affect the Reflections Academy community, the school community or any individual.

Policies and Procedures for Reflections Academy, Inc.

Residential Program

24.181.601 (A) & (B)

Plan of Operation & Written Contract

- (i) *a description of the program and facility***
- (ii) *a description of goals and objectives of the program***
- (iii) *See the follow.***
- (iv) *a description of the populations served (starting with up to 10 students – female – starting with female)***

Services Provided and the Plan of Operation

Set in western Montana's beautiful mountains, this residential experience is designated for girls between the ages of 13 to 20 who are struggling in their home communities and families. Reflections Academy is as its name infers, a place where the students can reflect on the choices they have been making that are not working in their lives. The program provides learning opportunity for those the students who need to have time to re-think how the view themselves and how they think others see them. The goal is to create the opportunity to rejoin their families, living a whole and healthy life. Reflections Academy provides a non-threatening, structured, yet nurturing environment for teens who need to develop interpersonal skills and a stronger self-esteem.

Reflections Academy offers the students:

- Professional therapy
- Academic instruction
- Individual and group therapy
- A focus on creativity through art, music, and writing
- Physical fitness and recreational activities
- Sunday church, Bible study, and youth group
- Addiction meetings for those who need it
- Adoption group for those who need it
- Community service projects
- Assistance in understanding life
- Guidance in grasping their place in the world
- A non-threatening, supportive, home-like environment to solve overwhelming problems

24.181.624

Financial Requirements

ENROLLMENT CONTRACT

Listed later in this document

(v) Communication Policy

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian's desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student will include the program's name, Reflections Academy, along with the student's name.

Email

Students usually will send parents an email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

Packages

Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it will be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

Weekly phone calls are generally with a therapist, the student, and her parents/guardian. For the first few weeks the phone call procedure will be amended with the guidance of the clinical team. The phone calls are generally limited to the parents/guardian. Additional phone calls may occur under supervision of a therapist or staff for a specific purpose. Level four students will be able to get two phone calls a week.

The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can't keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

Parents will have a periodic update on their daughter's progress by the administration and/or the therapists. Parents are welcome to call or email concerns/questions at any time. Emailing is encouraged because it will be the fastest way to get a reply. Parents can discuss specific academic progress with the teaching staff.

Visits

Reflection Academy program does include times for visitation (on/off campus and at student's home). This is considered a key component of the program. Depending on the students' needs, they may go off campus during the day or overnight. The final plans will be made by the parents/guardian and the clinical team. All persons will conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student will sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians will contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians will be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy

At the time of the enrollment the student and parent will be informed of this Communication Policy.

24.181.603
Rights and Responsibilities

Reflections Academy

Students Rights are as follows:

The student has the right to:

- **Receive care and services, including educational services within the program's capacity, mission, and applicable laws, and regulations.**
- **be free from discrimination.**
- **a safe environment with a respect of human dignity.**
- **have handled discreetly any information and records of the students and families.**
- **a description of communication/visitation policies, which includes the right to freely send and receive communication to people deemed appropriately by parents/guardians and under the guidelines of Reflections Academy's guidelines.**
- **a clearly outlined procedure for grievance, which protects the rights to receive fair and equitable treatment in regards in the policies and procedures of the program. This shall include a prohibition on retaliation against a youth for submitting such a complaint.**
- **be allowed to report abuse under the guidelines of the law and provided through a process outlined in Reflections Academy's policies.**
- **be aware of the limitations that are necessary for the program to maintain a contraband free environment , including the types of searches that are allowed in the program and the training the staff receives to conduct the searches.**
- **be free from corporal punishment or the inflection of pain as a disciplinary measure.**
- **have a student handbook.**
- **request and receive health care services.**
- **a diet that is nutritionally sufficient.**
- **be allowed to participate in expression of faith in accordance with the Reflections Academy program.**

Student Responsibilities are as follows:

The students have the following responsibilities to:

- **provide to the best of their knowledge, accurate and complete information about present problems, past and other matters relating to their care and education.**
- **protect of the privacy of information.**
- **participate in the implementation of their education and behavior plan.**
- **follow the rules of the program affecting their care and conduct.**
- **be responsible for their consequences as a result of the choices made.**
- **be considerate of others – students, staff, and visitors.**
- **be considerate of the property of others and of Reflections Academy.**
- **be responsible for personal belongings.**
- **complete the duties and assignments as directed by the program, staff, and school.**
- **not to withhold important information that would affect the Reflections Academy community, the school community or any individual.**

I have read these rights/responsibilities, asked questions for clarification if needed, and accepted these statements as set forth in this document.

Student: _____ Date: _____

Staff: _____ Date: _____

24.181.609

Personnel Administration

See the Employee Handbook. – toward the end of this document

24.181.609

Staff Training

Initial and Continuing Staff Training

Reflections Academy is dedicated to providing the necessary support for the staff so that they can serve the students in the most effective manner possible. Initially each new employee will be given approximately 20 hours of training. The training will include, but not limited to the following important components as outlined in the Reflections Academy's policies and handbook: the programs policies, organization and services; confidentiality; child abuse reporting laws; medical protocols and emergency procedures; suicide prevention and de-escalation of crisis situations and passive restraint techniques. The employees will be oriented with a handbook regarding information pertaining to their work situation.

A new employee will be immediately provided with information regarding mandatory child abuse reporting. The employees will be required to sign a document declaring they read and understood the laws regarding mandatory child abuse reporting. They also sign a statement of understanding regarding the importance of confidentiality. Regular continual training will be provided for initial/renewal of first aid and CPR as well as other policies and procedures for Reflections Academy.

Reflections Academy will document trainings and any certifications.

Training Documentations
Staff Training Sheet

Trainee's name: _____

			Trainee
Type of Training	Staff trainer	Initials	Date
Abuse/Essential Information Reporting			
CPR & First Aid			
Chain of Command			
Chores			
Clothing			
Confidentiality			
De-escalation			
Emergency Plan			
Fire Drill			
Grievances			
Health Care Requests			
Hygiene Routine			

Illegal Items/Staff and Students			
Illnesses for Students - Protocol			
Injury for Students - Protocol			
Mail			
Medication Procedures			
Medical Concerns/Emergencies			
No One on One			
Notification of Repairs/Maintenance			
Runaway Procedures			
Relationships with Students			
Schedules			
Searches			
Shut Down			
Suicide Prevention			
Transporting			
Use of phone (emergency)/first aid kit			
Wake up			
Behavioral Management			

Reporting Laws – Verification of Receipt by Employees – in Staff Files

**REFLECTIONS ACADEMY EMPLOYEE ACKNOWLEDGEMENT OF RECEIPT AND
UNDERSTANDING OF CHILD ABUSE AND NEGLECT REPORTING AS REQUIRED BY
MONTANA LAW**

Employee Name:_____

I,_____, have received a copy of Mont. Code Ann. § 41-3-201. I have read the policies and procedures set forth in this statute and I understand and accept my duties under the statute. I accept the responsibility to remain aware of and abide by the policies and procedures set by Montana law for the reporting of child abuse and neglect. If I have any questions regarding any aspect of my duties under this statute I shall direct such questions to my supervisor.

Employee Signature

Date

Confidentiality

Confidentiality Pledge

I understand that the information and judgments about a resident, a potential resident, and/or an employee of Reflections Academy, Inc., their families, and acquaintances are confidential and are disclosed and discussed only for the purpose of treatment and/or decision making. I agree to treat knowledge of any such information in a strictly confidential manner and use it only for which it was intended and shared. I further agree to keep all such information confidential even upon termination of my position at Reflections Academy, Inc.

Signature: _____

Date: _____

Upon employment an employee signs a non-compete article. Signing this document means that an employee will not compete with Reflections Academy, Inc. such as inviting a student or her parents to join another program or family. The non-compete also states that the former employee will no longer have contact with the students at Reflections Academy, Inc. or their parents.

Volunteers, Substitutes, Student Interns

Reflections Academy does not plan to use any of the above.

Employee Grievance

Grievance Procedure Student

If a student has a grievance or complaint, she is first encouraged to problem solve that difference directly with the staff/student member(s) involved. If this does not or cannot resolve the problem, then the person will fill out a grievance form, which is reviewed by a neutral staff that is assigned this responsibility. This staff will investigate and make a decision regarding this grievance. If the student is not satisfied with the response, she may appeal the decision. The appeal would be reviewed by the administration committee. Students and staff may not retaliate against a student who submits a complaint.

Parent or Legal Guardians

If a parent or legal guardian has a complaint, she is asked to contact the director to assist in correcting the problem.

Employee

Reflections is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging open communication at all times. If an employee has a complaint, they are encouraged to express their concern to their direct supervisor. If this does not resolve the situation the employee and supervisor may present the problems directly to the administration.

24.181.610

Record Keeping

24.181.625

Physical Environment

24.181.626

Food Services

Safety and Security Policy

Housekeeping and Sanitation

Areas of the house and grounds will be scheduled for a regular cleaning. The staff will supervise the maintenance of the kitchen and bathrooms for such things as adequate water temperature, and disinfecting, and maintaining appliances/fixtures. All the areas of the home and grounds will be regularly inspected.

Infectious Control

Reflections Academy is concerned about the need to make infectious control a high priority. The students will not share towels, razors, toothbrushes, makeup etc. The bathroom will be cleaned daily and deep cleaned weekly. The living quarters and general seating area will be cleaned daily and deep cleaned weekly.

Regular hand washing, coughing procedures, and the proper disposal of tissues will be encouraged at all times. Hand sanitizer Clorox wipes will be available for everyone to use. Showers are generally taken daily. The floors are disinfected and the students wear shower shoes. The laundry will be done weekly, and there will be a separate place for storing the dirty clothes. The girls wear slippers or socks in the house – they will not be barefoot.

Sharing silverware, dishes, and drinking containers will not be allowed. The dishwasher is generally used to clean the dishes. Proper water temperature is maintained when washing the remaining dishes/cookware. Staff and students are involved in helping in the kitchen are trained in the proper care and use of kitchen materials and food preparation. The kitchen will be cleaned daily and deep cleaned weekly. Faucets will be installed that prevent scalding water.

Food Services

Reflections Academy will provide adequate nutritional needs and take reasonable steps to provide safe drinking water. Reflections Academy will have a kitchen that is clean with safe and operational equipment for the preparation, storage, serving, and cleanup of all meals.

Vehicles and Essential Equipment

Vehicles and essential equipment will be regularly inspected and maintained for safety.

Buildings and Grounds

The buildings will be equipped, operated and maintained in a safe and sanitary manner. Storage will be kept clean and free of clutter. Exits will be clear of clutter and obstructions. Grounds will be maintained in a neat safe condition. Reflections Academy shall comply with all applicable federal and state regulations, laws, and codes.

Heating and Lighting

All areas of use will be appropriately illuminated and warmed for safety and comfort.

Emergency Situations

Reflections Academy staff shall instruction the students regarding the emergency meeting place in case of fire. Fire drill shall occur at least four times a year and will be documented. Staff will be trained regarding what to do in case of emergency situations including disasters, causalities, and evacuation as well as the prevention of injuries and illnesses. These trainings will be documented and include the acknowledgement in writing from the staff receiving the training If a student is ill, staff will seek medical assistance from a professional or call 911. (See medical policy.)

A first aid kit (with adequate supplies) will be located in the building where students are housed as well as vehicles used for the students. At least one staff member present will be trained in first aid and CPR.

Abuse

When employed the staff will be notified about the laws and regulations for reporting abuse. (See separate form provided in employment packet.) In the event of suspect abuse or neglect, the staff will notify an administrator, who will notify the appropriate state agency as required by law. The staff will also be trained in the behavior management policy and this policy will be reviewed at least yearly. The training will include the policy of the prohibition of conduct that constitutes sexual and personal harassment. There will be documentation of this training including the acknowledgement in writing from the staff receiving the training.

Each direct contact staff member including the administration and volunteers will submit to a background check. The background check will include a set of fingerprints to be checked by the Department of Justice and the FBI. In the case any current staff member or volunteer is discovered to be identified as “posing a potential threat” as defined by the regulations of PARRP, Reflections Academy will notify the PARRP board immediately.

Confidentiality

The Reflections Academy staff will protect the privacy of the students in accordance with the laws pertaining to confidentiality. The student and employee records and files will be maintained in accordance with state and federal laws. Staff will be trained in regards to confidentiality, and this training will be acknowledged by the staff in writing.

Record Keeping

All records and files (student and employee) will be kept organized and secure. Certain records having to do with medical history will be secure according to the mandates of the HIPPA laws. Only persons who need to know for the best interest of the student or staff will be granted access to the files.

Runaway

In the event of a runaway the staff will make every effort to assist in finding the student. The staff will call the appropriate authorities and notify them of the runaway situation providing them with vital information. The staff will also call the parents/guardians as soon as possible after the occurrence.

Communication

Staff will have ways of communicating with other members. This will mainly be through the use of phones both land and cell. Notification for any serious incident involving a student (abuse, accident, runaway, death) will occur with the parent/guardians as soon as possible. If death is involve, the PARRP board and the appropriate authorities will also be notified.

Staffing and Delivery of Services

Staffing will be appropriate for the number of students served, so that the safety of the girls is the point of focus. Some of the volunteers as well as most employees will be first aid and CPR and trained.

A file will be kept on each student and staff member, and these files will be in a locked cabinet. The only people who will have access to these files are persons who have a legal need to know or in order to comply with the policies of Reflections Academy in accordance with state and federal law.

All personal information will be kept confidential and released as needed while complying with any laws pertaining to confidentiality.

The lines of authority are starting from the administrative team consisting of program director, the assistant director, the administrative assistant and the clinical team, and then to the direct care staff. Maintenance and technology or any other contracted services report to the appropriate administrative team member.

The level of supervision will be dependent on the number of students, the activity in place, and what is required for safety and by any government regulations.

Reflections Academy does not employ any medical health professionals. However, as outlined in our Medical Policy, students do have access to the various health professionals. The therapist, who are on staff and on contracted services are licensed mental health professionals. (See the Medical Policy for policy regarding access to medical care.)

Reflections Academy has on file copies of the therapist's license, teaching credentials, and certificates for First Aid, CPR, and passive restraint training as well as any other trainings that grant certification.

The general services provided will be articulated in the contract and handbook. Any services beyond the regular services will be articulated to the student and parents/guardians. The employees supervising and directing these services will be trained initially and continually in order to be effective leaders and mentors.

Performance appraisals will be done yearly as well as when it is needed. The first evaluation will be after six months. The formal written evaluation is filed in the employee's file. In support of employees supervisors may issue training notices and disciplinary action reports in order to clarify job responsibilities.

Reflections Academy will employ persons who have an understanding and respect for the type of resident served with respect to the student's family and culture. Reflections Academy will employ persons who are physically and emotionally suited to the provide services to at-risk youth. The employees will be able to perform activities related to their jobs.

Volunteers will sign the visitor's logbook. The volunteer will be directly supervised by a program staff.

Any person may be asked to transfer to fill another position due to restructuring.

24.181.611

Policies and Procedures

Admission Policy

The application will be completed in a timely manner. This application reveals pertinent physical and mental health history; current allergies; relevant history of medications that have been prescribed, but discontinued; relevant psychosocial history; and information attesting or verifying of legal authority to place or remove a student from the program. If the applicant is accepted, a file will be developed with all the pertinent information, which is kept confidential.

Reflections Academy will evaluate an applicant as to whether the program can adequately work with meeting their needs in terms of the program that is offered and the degree of supervision provided. As soon as possible upon arrival at Reflections Academy (48 hours – avoiding weekends), a student is given an evaluation by a licensed therapist for the purpose of suicide screening and to determine if the student can be adequately served by the Reflections Academy program. The student is also provided with a physical to determine current medical conditions and a review of any current medications, if applicable.

The conditions in which Reflections Academy generally does not meet a student's needs are the following:

- Serious and chronic issues with self-harm and suicide

- Issues regarding being psychotic or having an issue with arson or other serious anti-social/violent behaviors
- Low IQ and serious learning problems that cannot be met by Reflections Academy
- Medical issues that require constant medical supervision

The Enrollment Application and Enrollment Contract (with all necessary attached forms) will be completed and signed before a student is brought to the campus or when a student arrives.

When students arrive at Reflections Academy, the staff will assist the students in moving into their living arrangements and examine all their belongings for any items that are not permissible or unsafe. The students are provided with a student handbook with an outline of all necessary information regarding the program requirements, the code conduct, facility rules, and the student's rights and responsibilities. The students will be provided support from the staff and the other students of Reflections Academy including being assigned a big sister.

Suicide Screening Policy

At the time of admission and during the initial assessment, Reflections Academy will collect mental health information on each student. Also at the time of admission, a licensed professional therapist will perform an evaluation of the student. If during the therapist's evaluation serious and chronic issues with self-harm and suicide appear evident, a review of the appropriateness of the placement will be made. Arrangements will be made to support the parents/guardians if an alternative placement is recommended.

If during the time a student is attending Reflections Academy and she begins to have suicidal intentions, the therapist will be notified immediately for face-to-face intervention/evaluation. The staff will be non-confrontational and assure the student that a professional can help. The student will reside in a designated area to provide close observation until the professional is available. Continued suicide precautions and safety plan will be developed by the therapist after the assessment. This plan will be communicated to the staff. The recommendation could be to send the student to the hospital.

The staff will conduct a search of the student's belongings for any contraband for safety reasons. (Search is permitted under the direction of the contract.) The therapist will contact the parents as soon as possible, and inform them of what has taken place, what they can do to help, and/or who they will contact for further professional information.

Due to the findings of the mental health professional(s), if the student is found to be too unstable so that there is a threat to herself, other students, or staff, the student will be transported to a hospital with parental permission.

Staff or students having any information regarding an incident in which suicide is an issue with the particular student, will fill out an incident report. The therapist will review these reports. The therapist will also provide any guidance to the program in regards to suicide prevention for a particular student or in general. Any trainings will be documented and written acknowledgement of the training by the staff will also occur at this time. If the suicide involves a death the school will notify the parents as soon as possible and applicable agency including the PARRP board.

24.181.621 & 24.181.622

Medical Procedures, Services, and Medications

24.181.807

Staffing for Medical Service (not therapeutic)

Medication Management and Availability of Care

Reflections Academy is not a medical facility, and so assistance with medication dispersal is supervisory only, since parents/legal guardians are not present. (Refer to enrollment agreement.) Reflections Academy is not intended to provide a treatment service.

The assistance Reflections Academy provides is with parental permission only and is limited to the transportation of prescription medication from a local licensed pharmacy, medication storage, and dispersal of medication to the student for supervised self-administration. Non-prescription can be purchased at a store or pharmacy.

The prescribing physician and dispensing pharmacy retain the primary responsibility for assessing the medication need, managing prescription process, ensuring correct directions and dosage, educating the client and parents about the medication, and properly packaging the medication with the appropriate labels.

When any change in the medication that is prescribed is made by the physician, Reflections Academy will notify the parents within 24 hours that a change has been made, and direct the parents to converse with the doctor. The staff will follow the directions of the physician who prescribed the medication. If there are any issues regarding the dosage, kind of medication given, or whether it will be taken, then this shall be directly handled between the physician and parents. The staff shall follow the final decision provided by the doctor.

Non-prescription medications may be dispensed to the student for self-administration with written permission for such dispersal from the parent/guardian. Non-prescription medications will be dispensed from the original container according to the instructions.

The medication storage unit will be locked, and when in use it will be supervised by staff. A record in a medication log will be kept for each student regarding when they took medications and what medications were taken. If the student refuses to take the medication, this will also be indicated. Then the administration will notify the parents and together the parents and the program will notify the prescribing physician regarding this issue.

When the students are taking the medication, they will be shown the medication and will be allowed to procure the prescribed dosage. The staff will observe as the students place the medication in their mouth, drink the water, and open their mouth to show the staff that the medication was taken. The student will then cough/whistle and eat two crackers. If a student refuses to take the medication, her therapist will be informed as well as the parents/guardians, and then the proper arrangements will be made to take care of the situation as needed. If necessary, the proper medical advice will be sought and followed. The disposal of unused or expired medication will be under the direction of the local licensed physician or pharmacy.

The parents of the students will work with the therapists in order to secure mental health care. The therapists will work closely with Reflection's staff including them in the treatment plan and goals when appropriate.

Reflections Academy has many medical health professionals available in Thompson Falls and other nearby communities in Montana. There are doctors, a dentists, eye doctors, pharmacologists, and physical therapists. There is a local ambulance service and a nearby hospital 30 miles away.

24.181.612 ***Delivery of Services***

Staffing and Delivery of Services

Staffing will be appropriate for the number of students served, so that the safety of the girls is the point of focus. Some of the volunteers as well as most employees will be first aid and CPR and trained.

A file will be kept on each student and staff member, and these files will be in a locked cabinet. The only people who will have access to these files are persons who have a legal need to know or in order to comply with the policies of Reflections Academy in accordance with state and federal law.

All personal information will be kept confidential and released as needed while complying with any laws pertaining to confidentiality.

The lines of authority are starting from the administrative team consisting of program director, the assistant director, the administrative assistant and the clinical team, and then to the housemothers. Maintenance and technology or any other contracted services report to the appropriate administrative team member.

The level of supervision will be dependent on the number of students, the activity in place, and what is required for safety and by any government regulations.

Reflections Academy does not employ any medical health professionals. However, as outlined in our Medical Policy, students do have access to the various health professionals. The therapist, who are on staff and on contracted services are licensed mental health professionals. (See the Medical Policy for policy regarding access to medical care.)

Reflections Academy has on file copies of the therapist's license, teaching credentials, and certificates for First Aid, CPR, and passive restraint training as well as any other trainings that grant certification.

The general services provided will be articulated in the contract and handbook. Any services beyond the regular services will be articulated to the student and parents/guardians. The employees supervising and directing these services will be trained initially and continually in order to be effective leaders and mentors.

Performance appraisals will be done yearly as well as when it is needed. The first evaluation will be after six months. The formal written evaluation is filed in the employee's file. In support of employees supervisors may issue training notices and disciplinary action reports in order to clarify job responsibilities.

Reflections Academy will employ persons who have an understanding and respect for the type of resident served with respect to the student's family and culture. Reflections Academy will employ persons who are physically and emotionally suited to the provide services to at-risk youth. The employees will be able to perform activities related to their jobs.

Volunteers will sign the visitor's logbook. The volunteer will be directly supervised by a program staff.

Any person may be asked to transfer to fill another position due to restructuring.

24.181.613

Incidents, Crisis Intervention, Emergency Plans, and Safety

24.181.623

Infectious Diseases

24.181.810

Food Services

Safety and Security Policy

Housekeeping and Sanitation

Areas of the house and grounds will be scheduled for a regular cleaning. The staff will supervise the maintenance of the kitchen and bathrooms for such things as adequate water temperature, and disinfecting, and maintaining appliances/fixtures. All the areas of the home and grounds will be regularly inspected.

Infectious Control

Reflections Academy is concerned about the need to make infectious control a high priority. The students will not share towels, razors, toothbrushes, makeup etc. The bathroom will be cleaned daily and deep cleaned weekly. The living quarters and general seating area will be cleaned daily and deep cleaned weekly.

Regular hand washing, coughing procedures, and the proper disposal of tissues will be encouraged at all times. Hand sanitizer Clorox wipes will be available for everyone to use. Showers are generally taken daily. The floors are disinfected and the students wear shower shoes. The laundry will be done weekly, and there will be a separate place for storing the dirty clothes. The girls wear slippers or socks in the house – they will not be barefoot.

Sharing silverware, dishes, and drinking containers will not be allowed. The dishwasher is generally used to clean the dishes. Proper water temperature is maintained when washing the remaining dishes/cookware. Staff and students are involved in helping in the kitchen are trained in the proper care and use of kitchen materials and food preparation. The kitchen will be cleaned daily and deep cleaned weekly. Faucets will be installed that prevent scalding water.

Food Services

Reflections Academy will provide adequate nutritional needs and take reasonable steps to provide safe drinking water. Reflections Academy will have a kitchen that is clean with safe and operational equipment for the preparation, storage, serving, and cleanup of all meals.

Vehicles and Essential Equipment

Vehicles and essential equipment will be regularly inspected and maintained for safety.

Buildings and Grounds

The buildings will be equipped, operated and maintained in a safe and sanitary manner. Storage will be kept clean and free of clutter. Exits will be clear of clutter and obstructions. Grounds will be maintained in a neat safe condition. Reflections Academy shall comply with all applicable federal and state regulations, laws, and codes.

Heating and Lighting

All areas of use will be appropriately illuminated and warmed for safety and comfort.

Emergency Situations

Reflections Academy staff shall instruction the students regarding the emergency meeting place in case of fire. Fire drill shall occur at least four times a year and will be documented. Staff will be trained regarding what to do in case of emergency situations including disasters, causalities, and evacuation as well as the prevention of injuries and illnesses. These trainings will be documented and include the acknowledgement in writing from the staff receiving the training If a student is ill, staff will seek medical assistance from a professional or call 911. (See medical policy.)

A first aid kit (with adequate supplies) will be located in the building where students are housed as well as vehicles used for the students. At least one staff member present will be trained in first aid and CPR.

A list of all current students will be made available at all times with notification of who is off-campus on any given day.

Abuse

When employed the staff will be notified about the laws and regulations for reporting abuse. (See separate form provided in employment packet.) In the event of suspect abuse or neglect, the staff will notify an administrator, who will notify the appropriate state agency as required by law. The staff will also be trained in the behavior

management policy and this policy will be reviewed at least yearly. The training will include the policy of the prohibition of conduct that constitutes sexual and personal harassment. There will be documentation of this training including the acknowledgement in writing from the staff receiving the training.

Each direct contact staff member including the administration will submit to a background check. The background check will include a set of fingerprints to be checked by the Department of Justice and the FBI. In the case any current staff member or volunteer is discovered to be identified as “posing a potential threat” as defined by the regulations of PARRP, Reflections Academy will notify the PARRP board immediately.

Confidentiality

The Reflections Academy staff will protect the privacy of the students in accordance with the laws pertaining to confidentiality. The student and employee records and files will be maintained in accordance with state and federal laws. Staff will be trained in regards to confidentiality, and this training will be acknowledged by the staff in writing.

Record Keeping

All records and files (student and employee) will be kept organized and secure. Certain records having to do with medical history will be secure according to the mandates of the HIPPA laws. Only persons who need to know for the best interest of the student or staff will be granted access to the files.

Runaway

In the event of a runaway the staff will make every effort to assist in finding the student. The staff will call the appropriate authorities and notify them of the runaway situation providing them with vital information. The staff will also call the parents/guardians as soon as possible after the occurrence.

Communication

Staff will have ways of communicating with other members. This will mainly be through the use of phones both land and cell. Notification for any serious incident involving a student (abuse, accident, runaway, death) will occur with the parent/guardians as soon as possible. If death is involve, the PARRP board and the appropriate authorities will also be notified.

24.181.615

Participant Transfer and Discharge

Discharge Policy

Once a discharge or transfer date has been established for a student, the staff will complete the Discharge Checklist. The information on this sheet will include the following:

- Reason for the discharge
- Any specific resources available for the student/family – if needed – along with a report of how these resources have been communicated to the family
- If needed an evaluation of the student’s achievements will be provided
- An inventory of the students’ items will be made, and then they are packaged and sent home (unless parents take items homes themselves).
- Transportation information will be complete, including ID for over 18, and all arrangements will be made for the student’s travel and confirmed.
- All paperwork will be check to make sure it is complete and has proper signatures.
- A student going to the airport, bus or train station will have the following:
 1. An itinerary
 2. Boarding pass
 3. ID if needed (over 18)
 4. Money for travel

5. Parent contact information
6. Time(s) when parents are notified recorded on Discharge Sheet

If the student is transferred to another facility/institution, the staff will assist in helping with a smooth transition. Reflections Academy will provide all the necessary information requested after releases are received. If a student returns home, Reflections Academy will follow up with contact calls and/or emails for the period of time deemed appropriate for the student and the family.

A separate form is provided for a youth transport service to recognize that any medications were delivered to them. This is signed by youth transport employees and Reflections Academy staff.

The therapeutic staff is available to families, especially in the months following the discharge.

Before the student graduates, a family home contract is created by the student and families guided by the therapists to create more structure and balance for when the students returns home.

24.181.616 ***Behavioral Management***

Behavior Management

Reflections Academy works to assist students to understand what they do to create choices in their lives, and that there are implications because of these choices. Reflections Academy helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action she may be rewarded. When she makes a non-working decision or action, she will receive a consequence.

Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning process and a necessary part of the supervision and control of the students. Its duration will be only as long as needed for the lessons to be learned. Positive constructive measures will be used to maintain standards.

When a student arrives on campus, the student will be provided with a handbook, which includes her rights and responsibilities along with the rules of the lodge, and Reflections Academy's procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider change), initial (beginning to make choices that involve change), and initial to internalized

(consistently responding in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, and goal sheets, and their therapist's input are all important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the student's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action will be created for each student and will be regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a student first comes to Reflections Academy they are not on a level but rather a "Little Sister". New students will stay with their Big Sisters for at least two weeks (could be longer) helping with the Big Sisters' chores. They will stay with their Big Sisters and learn the routine. During this time the Little Sisters are mentored by the Big Sisters to learn how to live with the new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list and they wear uniforms. The girls may wear make up. The level two view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes on campus, spend some money on snacks, watch one approved TV show a week, go on the school related shopping trips and stay up a little later after lights out. Level four wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no make up and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

When the students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude, positive staff/peer interaction, and leadership. The student must give the clinical team one week's notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. The student will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, she will be told what needs to be the focus point of her program.

Discipline

Honor Code and Citizenship Violations

The Honor Code is a set of rules and principles based on the beliefs of Reflections Academy as to what constitutes honorable behavior within a community. These beliefs are in alignment with Judeo-Christian principles. Those who are in violation of the honor code can be subjected to various consequences for those actions.

There are Citizenship Violations, which involve the day-to-day choices (i.e., clean up, dress code, late to bed, etc.) resulting in loss of privileges and/or earning of appropriate consequences. The Honor Code violations focus on behaviors that can be a struggle for the students at Reflections Academy. The behaviors regarding tobacco, drugs and/or alcohol, hazing, and/or harassment, major dishonesty/stealing, illegal items, inappropriate sexual relations, vandalism, and insubordination.

The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

A probationary period could involve having a buddy for a period of time, limited access around the campus, limit choices during free time, additional activities deemed appropriate for the situation, and extra therapy/tutoring. The goal is to support the student in personal growth.

Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence will be appropriate to the situation and matter to the student as a deterrent. The consequence will be provided as close as possible to the time when the violation occurred. The student will be notified as to the reason for the consequence. The least restrictive method of procedures will be implemented in order to provide safety for all parties concerned.

The consequence will not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline will not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Medication will not be used as a form of discipline or as a substitute for appropriate treatment services. Students will not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures will be supervised by staff.

Peer Review Committee

The peer review committee involves staff and fellow students (level three and four), who are brought together to provide a positive approach in developing the student's sense of accountability, responsibility, and self-esteem. The peer review committee dedicates time and service in assisting the staff to support the students who have broken the honor code. The committee meets as needed to review the honor code violations and to apply solutions and consequences to help maintain the structure of Reflections Academy as a whole and the integrity of each student in its care. This committee helps to define the natural/logical solutions that are created from the non-working choices that a student makes. (The solutions are defined in the next section.) The peer review committee also confers in regards to how to support a student who wishes to vote up. They take other requests from the rest of the student body (i.e., suggestions for an activity, a request for a rule change, etc.) and bring these issues to the clinical team. The experience of sitting on the committee provides the students with valuable experiences that can be an exceptional asset to many future endeavors later in life.

Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the *challenge*. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, she could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is *engagement*. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student.

Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences will move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

The *evaluation* occurs on several fronts. The students who broke the code do an evaluation of the progress made during their daily routine. It is also done by the staff and the peer review committee. The peer review committee and the staff review their own work as to the level of effectiveness in supporting the students.

Intervention Experiential Learning

Intervention experiential learning is organized learning that is a customized designed process, whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives. The amount of time students spend in the experience depends partly on the individual student's level of commitment to their own personal accountability, motivation, and growth. The staff and the peer review will help the student define experiential learning that would provide the best benefit. It is believed that this learning could mark the beginning of reciprocal changes and new developments for the student.

The experiences are developed to create opportunities to allow the student to see how they can create choices in their lives, and that there are implications to these choices. During these learning experiences they are given the opportunity to take action, realizing they are freely making the decisions, and then they accept the responsibility for the choices made as well as the consequences.

Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty leading might be asked to take a leadership role for a certain activity. Another example could be a role-playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing de-escalate techniques when a student is upset. Passive physical restraining will not be used unless an individual student, students, or staff is in imminent physical danger. The restraint will be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric condition as well as the personal history of the student. The restraint will be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved will complete an incident report. Members of the administration will be notified immediately, so that future preventative measures can be put in place. The student's therapist will also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student will be informed and kept up-to-date on the progress of their child in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training will be documented and acknowledged in writing by the staff at the time of the training.

Not Applicable

24.181.627

Clothing

Clothing

Reflection Academy provides the students with a fall/winter and spring/summer clothing list. The list provides clear guidelines for what will be procured for a comfortable and safe stay at Reflections Academy. The list will also include things that are not allowed. The list is given at the time when the application is accepted and travel arrangements are being made. New students will be provided with uniform clothes.

24.181.628

Transportation

Transportation Policy

Anyone using a company vehicle will have a valid Montana driver's license and are insured by complying with all the requirements of Reflections Academy's automobile insurance company. Before students leave, they will make sure that they have all the appropriate paper work, food, and belongings. There will be a first aid kit in the vehicle and the insurance papers in a box. The mileage will be recorded in the mileage book for each vehicle. A clipboard is provided for each vehicle with the names of students that went on the current trip. When the vehicles are cleaned, the first aid kit and insurance papers will be placed in the office and then put back in the cars/bus.

In order to keep the vehicles clean and orderly, there will be no eating in the vehicles.

For safety reasons the girls will be wearing shoes that they can easily walk for several miles in case of an emergency. They will have their water bottles. They will also have the appropriate clothing. Student will wear seat belts.

The staff will be mindful of the vehicle that they are using as to whether the lights, brakes, etc. are working. The back window will always be cleaned off so that there is a clear line of sight. The laws of the state including the speed laws will be followed. The use of personal vehicles will be avoided for company use.

Staff will comply with the local speed signs to avoid disturbing Reflections Academy's neighbors whether in a company or personal vehicle.

If a vehicle is found to have a problem, the issue will be reported as soon as possible to the Reflections Academy office staff, so repairs can be made. The staff will fill out a Situation Awareness form describing the repairs to be made. Tobacco use will not be allowed in the Academy's vehicles.

In the event of an accident (with no one going to the hospital) the staff will do the following:

- Contact the police.
- Call Reflections Academy – the administration staff will notify parents and insurance company.
- Stay with vehicle.
- Get the names, driver's license numbers, and car license numbers of all persons involved.
- Get names and phone numbers of witnesses.
- Do not admit wrongdoing.
- Do not discuss accident with anyone but the police and insurance company.

Contained in the vehicle will be the emergency information including the name, address, and telephone number of the program and an emergency telephone number. The staff will write out an Incident Report reporting the details of the incident. Any other staff or students who may have witnessed the occurrence will also fill out a form.

There will be a copy of each student's insurance card and permission to treat the child. There will also be a first aid kit in each vehicle.

24.181.807

Staffing of Professional Staff

Job description

Therapist

The therapists at Reflections Academy will work to serve the students with emotional struggles, self-image problems, and family system issues as well as other situations that present themselves during their stay in the program. Their goal will be to help the students shift their mindset about themselves and how they cope with various things that come up in their lives.

They work will with all the students individually, in special groupings, and in whole group settings. When a student first arrives on campus, they will meet with them at least within a 48-hour time period from when the teen arrived to check in and examine their mental state of mind. When a student discharges the program, the therapists will create a discharge summary. The therapists will create progress notes and a treatment plan for each student after each of their meetings. They will meet regularly with the students individually, in group settings, and on family therapy phone calls. Every two weeks the therapists will create an invoice for the time served with the students. These bills will match the notes along with any special meetings or situations that take place. When the student file is active, the notes will be kept in a doubled locked file and on online (Best Notes) which is password protected in alignment with HIPPA laws. The therapists will keep therapeutic notes, required Utilization Reviews, and other evaluations that are required in the time frame that is requested. When the student is discharged, the therapy notes and summary will be then packaged and kept in the "dead" files under a double lock and secured.

Several times a year Reflections Academy will have a weekend parent workshop in which the therapists help coach the parents on various aspects of communication and self-discovery, which assist their lives and the family system as a whole. Each week the therapist will have family therapy phone calls with the parents and the student. The main focus is to reunited the family and help each individual to self-examine their relationships with all others in the family system. After the workshop many parents may remain in the area to have some face-to-face family therapy. Sometimes the therapists may also be involved in administration calls with the families. This does not involve the student, but affords an opportunity to give information to the parents about their daughter's progress, to impart other pertinent information unique to them and/or to the program in general, and to answer any questions the parents may have.

When a therapist cannot keep to their regular schedule, they will inform the director as soon as possible so that family therapy phone calls time can be amended or other people handle these calls on the particular day. The therapists will inform the director when they are going to take time off. They usually take time off during the summer activities such as rock climbing and river rafting and the Christmas holidays. This is because either all or many of the students are off campus at this time.

Reflections Academy will keep a file on each therapist with copies of their current professional licenses.

Job Expectations for Class Room Teacher

- Delivers instruction in all subject areas with the support of the curriculum and services provided by the various “publishing” companies both on and off line.
- Supervises the use of the computers so that they are used appropriately, paying particular attention to Internet use; this must be supervised diligently.
- Sets up the course work for each student as well as monitor the tracking plan for each course to ensure the students finish within a semester as well as modify the time and course work for special needs.
- Provide oversight of our physical fitness operations, including the instruction of healthy fitness routine and to promote positive experiential learning
- Supervises the assigning and collecting of emotional growth assignments. This includes providing for the principal the emotional growth assignments in a timely manner as they are completed and in alignment with the established goals of the week.
- Meets all the requirements that are directed by AdvanEd Northwest in order to maintain the accreditation status.
- Work to maintain current knowledge of grades and assignments for all college students both online classes as well as on campus classes.
- Signs students up for course work
- Communicates with and provide logistics for any company providing curriculum regarding student classes, ensure students complete assignments in a timely manner and their work is to standard
- Prepares reports for any needed academic issues for students or the program
- Supervises the creation of student goals each week including emotional growth and prepares the study hall list as well as the list of students on academic probation. Post lists at the end of the week before the weekend.
- Contacts student’s last attending school to procure records.
- Contacts parents for needed information or for providing information as well as responds by email and phone to their requests.
- Meets with the principal weekly to go over the weekly goals and provide next weeks goals as well as establish who will be on academic probation as well as who must attend study hall.
- Delivers instruction regularly specific to substance abuse issues both dealing with addiction and relapse recovery.
- Keeps the classroom and office neat and organized at all times and reports any physical plant repairs that are discovered.
- Maintains appropriate files, records, and back up for each student, and is able to retrieve this information in a timely manner.
- Supervises the preparation, serving, and cleaning of lunch – delegates to direct care staff.

- Supports in directing the daily and appropriate physical education for the students; activities vary depending on season and what is available.
- Has a daily check in at the beginning of each day with principal.
- Attends weekly clinical meetings
- Uphold all policies and procedures
- Favorably represent Reflections Academy to the local community and to parents of the students
- Perform general office duties and other responsibilities as needed and assigned.
- Responsible for making sure direct-care staff knows how to assist in the classroom and what to do when the teacher is not present.
- Reflections Academy will keep files on the teachers with copies of their current professional licenses.

Outdoor Program

24.181.701

Administration

Administration of Current Students

The Reflections Academy Outdoor Program will maintain a current list of students participating in this aspect of the program.

24.181.706

Staffing Requirements

24.181.708

Staff Training

24.181.711

Ratio of Outdoors Program Participants to Staff

Outdoor Program Staff Requirements and Training

Field Director for the Outdoor Program

Reflections Academy will have a field director who has at least the following qualifications:

- A bachelors degree or one year outdoor field experience
- Hold a Wilderness First Aid or Wilderness First Aid Responder certification

The field director can work as direct care staff, and if qualified the program's administrator can work as a field director.

The field director will be responsible for:

- The quality of the field activities
- Coordinate field activities
- Supervising direct care staff

- Ensuring compliance with applicable licensing rules in the field
- Ensuring that the staff members are familiar with all applicable policies and procedures.
- A list of all the currently enrolled program participants, which is maintained and readily available

Outdoor Program Staff

- Each field staff team will have at least one team member who is certified as a wilderness first aid responder or in wilderness first aid
- Other members of the team will be first aid and CPR certified
- Each team will have medical releases for the students in their care.

Ratio of Outdoor Program Participants to Staff

Reflections Academy's focus is to the student's health and safety. Because of this the ratio will not exceed eight participants to one direct care staff member, except in an emergent situation.

Outdoor Program Training

Reflections Academy values the importance of initial and ongoing training. The trainings will at least include the following:

- The program's policies, organization, and services
- Mandatory child abuse reporting laws
- Low impact camping
- Confidentiality
- Medical protocols and emergency procedures to include:
 - Suicide prevention
 - Documentation
 - De-escalation of crisis situations and passive physical restraint techniques to ensure the protection of students and staff
 - Avoiding potential hazards of the expedition areas
 - Emergency evacuation procedures

24.181.710

Admission Requirements

Admissions Policy

The outdoor admission policy will be in alignment with the Reflections Academy's residential program. The admission's application and questionnaire will require a current health history, and information on any physical limitations and prescription medication.

Students attending Reflections's Outdoor Program will have a physical by a licensed medical provider that is within six months prior to attendance in the program or within five days of enrollment.

Reflections Academy has a more detailed admission policy in its residential program, which outlines the types of students that Reflections Academy will accept. The outdoor program will be in alignment with this admission's policy and will accept girls between the age of 13 and 20. The students are grouped according to their shared level of maturity and ability.

There will be a list of all the students currently enrolled in the program. The list will be maintained for accuracy and be readily available.

24.181.716

Physical Environment

24.181.717

Potentially Hazardous Material

24.181.718

Hygiene

24.181.719

Water, Food, and Nutrition

24.181.

Emergency and Evacuation Plans

24.181.724

Solo Experience

Health and Safety

Reflection's staff and policies will model a respect for the environment and a concern for safety. Reflections will adhere to the land requirements of the forest service, land service, parklands, BLM, and/or the landowner.

All health and safety procedures will be set up to allow students to live in an outdoor setting for an extended period of time. Sleeping areas will be designed for safety and adequate supervision.

Reflections will have procedures for handling tools, sharp-edged instruments, and any other potentially hazardous material.

Reflections also will have procedures for students in an outdoor setting to washing hands and face, brush teeth, and bathe. There are also procedures for toilet methods that provided privacy and are compatible with low impact camping. Reflections' Outdoor Program will take reasonable steps to provide safe drinking water.

Reflections Academy has an emergency plan, which provides procedures for disasters, evacuations, medical emergencies, missing youth, and other serious incidents identified by the program.

The solo experience will have risk management procedures and an assessment of a student's readiness for the experience. High adventure activities will have specific certification and/or equipment or training, whatever is appropriate for the specific activity. Each of these activities will have policies and procedures addressing training, experience, and qualifications for leaders and staff.

24.181.722

Medical and Medication Management and Storage

Medical Policy

Each team will have medical releases for the students in their care.

At least one member of each team will be trained in the management and administration of the medications in an outdoor setting.

Each group will have a medical kit that is appropriate for wilderness first aid. These kits will be available for all activities. The materials contained in the kits will have sufficient supplies for the activities, locations, and environment.

The emergency plan will have outlined procedures for medical emergencies.

24.181.728

Education

Curriculum

Reflections Academy will have an established curriculum/purpose for the solo experience. If the students are enrolled during the school year for longer than six weeks, will be provided an educational component.

24.181.730

High Adventure Requirements

High Adventure Requirements

Reflections Academy will have the needed training for any activity the program provides. Any required certification and/or equipment will also be made available.

Submitted after sending the above document included in the board book

REFLECTIONS ACADEMY

**EMERGENCY
PREPAREDNESS
MANUAL**

-BASIC RESPONSE TO ANY EMERGENCY-

The following actions will be completed when appropriate:

- ✓ If necessary, CALL 911 and Poison Control.
- ✓ Call the Director.
- ✓ Seal off crisis area if needed.
- ✓ Take charge of the area(s) until the incident is contained or relieved by Administration.
- ✓ Isolate and preserve evidence. Keep detailed notes on incident, if possible, write an incident report.
- ✓ Refer media to our official media spokesperson, the Director, or the designee. Do not speak to media.
- ✓ If it is necessary to send anyone to a hospital by ambulance, send a responsible person along following in a car, to serve as a liaison between the hospital and program.
- ✓ If appropriate, have students come to living room area and perform a headcount.
- ✓ Besides med cabinet supplies, there are first aid kits in each car.
- ✓ If on duty, your first obligation is to the students on campus. You will not leave or contact family until the Administration is given the all clear to do so.
- ✓ If it is necessary the building will be evacuated, yell – “CLEAR THE BUILDING!” Then do a fire drill procedure.
- ✓ Flammable chemicals will be kept in the cabinet
- ✓ When appropriate, call therapists and parents.
- ✓ When appropriate, take roll – know where the students are at all times.

UTILITY MANAGEMENT

- ✓ The water turn off valve is located in the crawl space.
- ✓ The gas turn off valve is located on tank:
- ✓ The power turn off is located at the meter in the kitchen closet.

PHONE NUMBERS

Director: Mickey Manning 1-805-886-4223

Sheriff: 827-3584

Phenix Transport: Thad 541-480-7950

Mike Linderman: 827-4487

Dr. Lovell: 827-4307

Poison Control: 1-800-222-1222

SPILLED BODY FLUIDS

The following actions will be completed when appropriate:

All body fluids including blood, vomit, urine, feces, and saliva have the potential to infect people with diseases such as Hepatitis B, HIV, or other serious illnesses. For each incidence, contact Director as well as filing an Incident Report.

- Wear disposable gloves at all times when dealing with another person's body fluids.
- Avoid getting another person's body fluids in your eyes, mouth, open sores, or wounds.
- If exposed, rinse the affected area immediately, wash with soap and water and report the exposure to the Director and Nurse immediately.
- Clean up the spilled fluids with the appropriate disinfectant or a freshly made solution of one part bleach to nine parts water.
- Place contaminated fluids and clean up materials in a bag, seal the bag, and place it in a lined garbage receptacle.

EXPLOSION OR FIRE

When advised by the person in charge the following actions will be completed when appropriate:

- Evacuate the building using Fire Drill Plan, with possible modifications.
- Possibly proceed to alternate site for our program as directed by administration.
- Staff will take phone, med book, car keys, radios, and chargers if safe to do so.

FIRE DRILL: The fire alarm system will activate for a fire. **CRISIS /**

FIRE DRILL RULES FOR STUDENTS:

- WALK – DO NOT RUN from the building and stay in line.
- Line up in appointed fire drill area. If this is unsafe, follow direction of person in charge.
- The direct-care staff **MUST TAKE ROLL CALL.**
- Do not attempt to retrieve anything from the building-just remove yourself.
- Be orderly-no talking.
- Exit through the door leading outside that is nearest to you.
- If your normal route is blocked, staff will direct you to an alternate route out of the building.
- **DO NOT RE-ENTER** the building until you have been instructed by your staff to do so.
- In the case of an evacuation with warning, students are to have ready, or pack a pillowcase with the following: 3-5 days of underwear and socks, hygiene necessities, two shirts and two pair of pants, blanket, and pillow. In the cooler seasons, add a coat and/or sweatshirts.

- **STAFF**

- Take keys, phone, med book, radio, and chargers if it is safe to do so.
 - Follow directions of person in charge if students are to be taken off campus.
 - If time allows, direct students to pack essentials in a pillowcase, and staff pack med boxes, inhalers, first aid kit, sanitary products, etc.
 - In the event that students are trapped upstairs, direct the students to the nearest escape route.

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HAZARDOUS MATERIALS SPILLS

The following actions will be completed when appropriate:

Flammable chemicals will be kept in the cabinet in the car barn.

-FIRE/HAZARDOUS MATERIALS SPILL- INSIDE

SPILLS:

- Open all doors and windows.
- Turn off all air conditioners, fans, etc.
- Be prepared to evacuate when advised to do so by the Administration.
- When told to evacuate, take the med book, phone, car keys, radios and charger if safe to do so.
- You will be evacuated to a predetermined site.

OUTSIDE SPILLS:

- Try to get into the building by moving perpendicular to the wind.
- Close all doors and windows.
- If possible cover your mouth and nose with a facemask.
- Follow direction of the Administration.

PHYSICAL ASSAULT

The following actions will be completed when appropriate:

- First protect the safety of students and staff.
- Call 911 if necessary.
- If medical emergencies exist use First Aid skills.
- Notify Director.
- Seal off area where assault took place.
- If possible, diminish and defuse the situation.

- The police will be consulted by the Director if:
 - A weapon was used.
 - The victim has substantial pain or impairment of physical condition, or
 - The assault involved sexual contact.
- The parents of the students involved will be notified by the Director.
- Document all actions. Ask victim(s) and /or witness(es) for their accounts of the incident in writing. – Use Incident Forms
- Notify therapists.
Students and Staff will have access to therapists.

Intruder: An unauthorized person who enters the property.

- Notify the Director.
- Make sure all students are securely inside building.
Lock all doors and windows and set alarm.
- Assess if the intruder is safe to approach.
- Ask another staff member to accompany you before approaching intruder.
- Politely greet intruder and identify yourself.
- Ask intruder the purpose of the visit.
- Inform intruder that this is private property and to please leave.
- Accompany intruder off the property.

If the intruder refuses to leave:

- Warn the intruder of the consequences for staying without permission; inform them that your policy requires you to call the police.
- Walk away from the intruder if the individual indicates potential for violence.
- It may be necessary to issue a lock-down. Lock all doors and windows. Take all students to top floor.
- Stay away from windows.

Hostage Situation: Staff will attempt to phone 911.

- Call therapists in to work with staff and students.

WEAPONS

The following actions will be completed when appropriate:

INDIVIDUAL WHO IS AWARE -

- Immediately notify Administration.
- Relay the name of the individual suspected of bringing the weapon, where the weapon is located, whether the suspect has threatened anyone, and any other details that may help prevent the suspect from hurting someone or themselves.
- Write an incident report.
- Follow the lock-down procedure.

LOCK DOWN

The following actions will be completed when appropriate:

Lock down could be used if an animal (cougar or bear) is sighted near or on campus, or a person or persons are detected on or near campus without proper identification or are seen as a potential threat. In any building:

- Lock the doors and windows.
- Pull shades, and turn off lights.
- Have students sit on the floor in the upstairs, away from windows.
- Maintain a calm environment by being so yourself and reassuring students.
- Take and maintain a radio in an on position with either a low volume or earpiece, but do not call out unless instructed. Each staff will have one – or use cell phones.

Administration Responsibilities:

- Call 911 if necessary.
- A Law Enforcement Representative will join you in questioning the suspected student or staff member if appropriate.
- Accompany the suspect to a private office to wait for police if appropriate.
- Keep detailed notes of all events and document why the search was conducted.
- If the suspect threatens you with a weapon, do not attempt to disarm them, back away, remain calm and do your best to counsel them
- Stay calm.
- Speak softly.
- Do not make quick movement.
- If possible, have students get on the floor in the bedroom areas.
- Try to separate the students from the armed person.
DO NOT PROVOKE THE ARMED PERSON IN ANY WAY!
- **ACKNOWLEDGE SUSPECT'S CONCERNS.**
- If you hear a shot: Treat your area as if a lockdown.
 - Make sure your room is secure.
 - Stay away from windows.
 - Students must take cover.
 - Close your windows and drapes.
 - Wait for the "ALL CLEAR."
 - Call in therapists to work with staff and students.

BOMB THREATS

The following actions will be completed when appropriate:

Bomb threats are frightening, intimidating and disruptive to everyday operations. The key to minimizing the effects of a bomb threat is to gather as much information from the perpetrator and all knowledgeable people. The more information you have, the better chance you have of determining whether the threat is serious or just a hoax.

Upon receiving threat:

- If the threat is received by telephone, use the Phone Threat Procedure Checklist.
- If the threat is received by mail, preserve all evidence accompanying the threat.
- Notify Director.
- Do not comment on the situation until Administration can make a decision. Administration will notify law enforcement officials.
- If threat is by phone, do not hang up the phone until after the caller has hung up.
- Call 911
- Do not use radios or cell phones – can activate a bomb.

IF THE BUILDING IS TO BE EVACUATED YOU WILL BE NOTIFIED BY ADMINISTRATION TO EVACUATE. ALL EVACUATION WILL BE TO THE FIRE DRILL AREA. The Director or designee is the only person to authorize an evacuation of the school building.

The Director will order the evacuation of the building when:

- The Sheriff's Office strongly recommends that the Administration evacuate the building.
- Failure to evacuate is anticipated to increase the threat to health and safety of students and staff.

Evacuation Procedure:

It may not be necessary to evacuate your facility. Rely on trained individuals to analyze the information you provided for them.

- The director will alert staff and students. Do not mention to the students that the school has received a "Bomb Threat."
- The Staff will evacuate the facility just like the Fire Drill.
- The students and staff will be directed to exit the building leaving everything as is. Do not close windows, doors or even turn off light switches. Students and Staff will leave everything except med book, car keys, phone, radio, and chargers, if safe to do so.
- Staff will remain with their students and be responsible for their supervision.
- Staff will take attendance.
- Everyone, once outside will remain until directed by the Director or designee to re-enter the building or to get in a vehicle to go to designated place.

BOMB THREATS WHICH DO NOT REQUIRE EVACUATION

If the nature of the Bomb Threat does not require immediate evacuation the following procedure will be implemented.

- All school activities will continue as normal.
- As always staff shall remain with their students and be responsible for their supervision.
- Police may be utilized to search the building room by room. Incident reports will be written if applicable. Use accompanying “Bomb Threat Procedure Checklist” included with this publication to gather information regarding the call. Keep a copy of the checklist by every phone.

SEVERE STORMS AND OTHER WEATHER RELATED EMERGENCIES

The following actions will be completed when appropriate:

- If a severe storm or another weather related emergency is forecast to hit the area, all students must be in the building or the Administration will determine a safe zone.
- Check Internet for weather reports.

TORNADO / MICRO BURSTS

The following actions will be completed when appropriate:

-BOMB THREATS/SEVERE STORMS/WEATHER RELATED-

While considered a remote possibility, tornados, and more frequently microbursts have occurred.

Information regarding tornados or microbursts will be broadcast on www.weatherbug.com

- **TORNADO WATCH** – means that no funnel clouds have been sighted, but the atmospheric conditions are such that a

tornado could occur. One will be ready to take appropriate safety precautions.

- **TORNADO WARNING** – means that a funnel cloud has been sighted in the area. The exact location, speed and distance are usually given.
- While we have no tornado shelters, the following precautions will be taken:
 - ✓ Students and Staff will be instructed to stay away from the windows.
 - ✓ Students and Staff will be instructed to get under heavy classroom furniture or lay face down, head covered, along an inside wall. The hallway is best. The students will face the wall with their necks protected by their hands.
 - ✓ If a tornado or microburst strikes the building use the same procedure as Earthquake to leave the building.
 - ✓ Call in therapists if needed

EARTHQUAKES

The following actions will be completed when appropriate:

Because Earthquakes strike without warning, the immediate need to protect lives by taking the best available cover. All other actions must wait until the tremor subsides. The school staff and students will be guided by the following:

IF INSIDE:

- **DO NOT PANIC.** If protected from falling objects, the rolling of the earth is frightening but not dangerous.
- To be protected from falling objects, take cover by getting beneath a desk, table, or bench. If possible cover head with arms.

- If cover is not available, crouch against an inside wall and cover head. Stay away from outside walls, windows or other expanses of glass.
- All doors will be left open to minimize jamming if the building shifts.
- Stay put and take the best cover. DO NOT attempt to run through the building or outside because falling objects are found near doors and walls. If in a bathroom or other room without desks or furniture, get against the inside wall protecting your head.
- Stay covered until given the ALL CLEAR.
- If there is an immediate need to evacuate due to very serious danger – leave injured and take students out of building to safe clear area.
- Do not re-enter building until deemed safe by authorities.

IF OUTSIDE:

- Move quickly away into an area where it is clear and away from power lines and trees.
- Lie face down and wait for the shock to subside.
- Take roll call of students.
- No one is to enter the building until instructed by Staff.
- Make sure no one touched a falling wire and that no fires are started.
- Wait for instructions from the Director.

SUICIDE OR SUICIDE ATTEMPT

The following actions will be completed when appropriate:

SUICIDE ATTEMPT IN SCHOOL

- Verify information and CALL 911 and Poison Control if needed.
- Notify therapist and Administrator
- Try to calm the suicidal person.
- Try to isolate the suicidal person from others.

- Stay with the suicidal person until professional help arrives – *do not leave them alone.*
- Write incident report.

SUICIDE DEATH OR SERIOUS INJURY

- Verify information and CALL 911.
- Notify Administrator immediately.
- Isolate the students from the crisis area.
- Do not touch anything.
- Administration will notify PARRP Board
- Resume normal routines as soon as possible.
- The Administration determines stress level of staff and recommends counseling as deemed necessary.
- Refer media to Administration. *Do not let the media interview students!*

MEDIA RELATIONS

The following actions will be completed when appropriate:

IMPORTANT – All media inquiries must be referred to the official spokesperson, the Director.

Administrative Responsibilities

Tips for communicating with the Media in a Crisis Situation.

- Release the story, but control the flow of the negative information responsibly.
- Keep your answers short and to the point – *focus on answering the question that was asked.* Do Not Speculate!
- Bump the very negative questions then proceed to a positive comment(s) on the situation.
- Never give personal opinions.
- Be honest, be candid, and aware.
- Make yourself accessible to reporters.
- Learn the needs of the media.
- Never mislead or lie.
- Never say “No Comment”

- Don't argue with reporters – they always have the last word.

When an incident happens always remember to:

- Designate an appropriate area where briefing can be held by the Director – keep the area well away from the scene of the incident.
- Do not open the facility to anyone except students.
- Emphasize the safety of the students and staff.
- Briefly describe the school's plan for responding to emergencies.
- Make sure information released is factual.
- Be respectful to the privacy of the affected persons and their families.
- Do not release names of anyone involved in the incident.
- If you are unauthorized to speak to the media, tell them. Give them the name of the authorized spokesperson and direct or take them to the briefing area. Reflections' spokesperson is the Director.

REFLECTIONS ACADEMY EMPLOYEE MANUAL

Welcome to Reflections Academy. We value you as a new employee, and we would like to help make your employment with Reflections Academy fulfilling and enjoyable. Reading this employee manual will help make that possible.

Reflections Academy strives to offer students and their family the highest quality private alternative adolescent residential available. Likewise we offer employees a professional yet enjoyable place to work. With that in mind we have prepared this employee manual to help you become familiar with Reflections Academy operations, personnel policies, student interaction standards, employee expectations and other vital information. We hope you'll keep this manual handy in the days to come.

Reflections Academy's Employee Manual is intended to provide employees with information. This manual does not constitute a contract and is subject to change without notice within the sole discretion of management as business necessity, changes in federal, state and local regulations, or as other circumstances might dictate.

While this manual is as comprehensive as possible, it cannot possibly cover all situations that may arise. If any employee needs further information, or if an employee would like to discuss any policies in the manual, the employee will feel free to speak to any Reflections Academy's supervisor.

POLICY CHANGES

Reflections Academy will inevitably need new policies from time to time or need to revise old policies. Reflections Academy reserves the right in its sole discretion to make changes to its policies without notice including revoking or discontinuing policies.

CONFLICTS OF LAW

Every effort was made to ensure that the provisions of this manual are in accordance with current laws. State and federal statutes supersede any provisions of this manual that may inadvertently conflict with the law.

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PRELIMINARY MATTERS

PROBATIONARY PERIOD

After an employee is hired at Reflections Academy, continued employment is subject to a 6-month probationary period that starts on the first day of scheduled work. The probationary period provides new employees with a chance to get to know their jobs and it provides the current employees a chance to get to know them. If necessary, an employee may be transferred during their probationary period and the employee's probationary period may be extended beyond the 6 months for any reason Reflections

Academy deems necessary. If an employee is transferred or promoted to a new job within Reflections Academy, he or she will be subject to a new 6-month probationary period for that new position. Employees who are transferred or promoted to a new position are not guaranteed return to their old position or to a hiring preference for another open position at Reflections Academy. When an employee successfully completes the probationary period their supervisor may provide her with a formal evaluation of his or her performance. Employees who have not successfully completed their probationary period can be discharged with or without cause at any time during their probationary period. Employees who have not completed their probationary period do not have the right to use the grievance procedure.

ATTENDANCE AND PUNCTUALITY

Employees must be present and ready to work on time for any scheduled shift or duty. If an employee will be late for any reason he or she must call his or her supervisor as soon as possible to explain the reason for the tardiness and when he or she will arrive. The employee will give as much advanced notice as possible when it's known that they will not be able to work their shift. All employees shall fill out their time cards indicating the number of hours worked before they go off shift.

WORK SCHEDULES

The workweek runs Sunday through Saturday. All employees agree to work a specific schedule when they are hired. Employees must negotiate any changes to their schedules with their supervisor before making any arrangements to deviate from their assigned schedules. Reflections Academy has the authority to change any employee's schedule as business needs require. Employees may be required to perform extra, unscheduled duties if business needs require.

TIME SHEETS

Employees are required to fill out their time sheets at the end of every shift. Supervisors shall review and approve all employee time sheets prior to time sheet due to the payroll department. Employee time sheets are due every other Monday. Accuracy and honesty are required. Falsification of time sheets may result in disciplinary action, up to and including termination.

BREAKS

Breaks will be provided pursuant to Montana law. Employees must discuss break schedules with their supervisor.

HOLIDAYS

Due to the nature of the Reflections Academy program, there are no set holidays for employees. If an employee wishes to have a particular holiday off they must follow the procedure for time off requests set forth below.

TIME OFF REQUESTS

Generally employees (exempted) who have not completed their probationary period will usually not be granted time off requests. After successfully completing the probationary period, employees may

make arrangements for time off with their supervisor. Non- exempted employees must give at least 3 weeks notice for particular days off. An employee may arrange their own shift coverage with the director's approval. Reflections Academy may deny a time off request for any business reason.

FAMILY AND MEDICAL LEAVE ACT

The Family and Medical Leave Act ("Act") became effective August 5, 1993. The policy of Reflections Academy is to balance the demands of the workplace with the needs of families of employees by allowing an eligible employee to take reasonable leave for legitimate medical reasons in conjunction with the regulations of the "Act."

Eligibility Requirements:

1. Reflections Academy must have employed the employee for at least 12 months.
2. The employee must have worked at least 1250 hours with Reflections Academy during the previous 12-month period.

Leave Requirements:

The "Act" provides that an employee may be granted a leave of up to 12 weeks during any 12-month period for any of the following reasons:

1. The care for the employee's child after birth, or placement for adoption or foster care;
2. To care for the employee's spouse, son or daughter, siblings, or parent, who has a serious health condition;
3. For a serious health condition that makes the employee unable to perform the employee's job;
4. For a qualifying emergency arising out of the fact that the employee's spouse, son, daughter, or parent is called to active duty.

The "Act" provides that an employee may be granted a leave of up to 26 weeks during a single 12-month period for the following reason:

5. To care for the employee's spouse, son, daughter, parent, or next of kin who is a recovering service member (defined as a member of the Armed Forces, including a member of the National Guard or Reserves).

Advance Notice and Medical Certification:

The employee may be required to provide advance leave notice and medical certification. The taking of leave may be denied if requirements are not met.

1. Employees ordinarily must provide 30 days advance notice to the employer for family medical leave when the need for such leave is foreseeable.
2. Reflections Academy may require medical certification to support a request for leave because of a serious health condition, and may require second or third opinions (at Reflections Academy's expense) and a fitness for duty report to return to work.
3. Reflections Academy may require certification to support a request for leave related to active duty or call to active duty.

Additional Information:

The regulations governing the "Act's" leave eligibility are complex. Any employee who needs more information will contact their supervisor for specific details regarding eligibility and to complete an application for leave time.

MILITARY LEAVE

Reflections Academy will provide for military leave pursuant to state and federal law.

LEAVE OF ABSENCE

A request of time off for 2 calendar weeks or more for any reason not covered under the Family and Medical Leave Act constitutes a leave of absence and must be submitted to Reflections Academy for approval. In making the decision, Reflections Academy will consider the ability to cover the absence

with other employees and assess the hardship that the absence will place on the program. If the leave is granted, the employee benefits will not be available during the time off unless determined otherwise.

EMPLOYEE CONDUCT AND REGULATIONS

JOB PERFORMANCE

Employees shall perform all tasks defined in their job description as diligently and competently as possible. Employees shall at all times follow the rules and procedures of Reflections Academy, including but not limited to, their employment duties, safety rules, incident reporting guidelines, student and parent interaction guidelines, and all other rules, procedures or guidance set forth by Reflections Academy. At no time shall an employee engage in an activity, which could potentially undermine the effectiveness of the Reflections Academy's program or the reputation of Reflections Academy.

PERSONAL APPEARANCE

Reflections Academy employees primarily work with the students. Reflections Academy employees must provide a positive role model and wear appropriate clothing, keep their bodies clean and their hair neat. Please review the specific guidelines in the Employee Policy and Procedures regarding dress and appearance. Dirty clothes, greasy hair, or unpleasant body odor will not be tolerated. These guidelines shall be followed anytime an employee is on the Reflections Academy's property or acting within the scope of their employment.

In addition to the above guidelines, supervisors may set additional standards as they deem necessary. Any supervisor may ask an employee to go home and change clothes or otherwise improve their appearance if the individual is in violation of the guidelines above.

REQUIRED CERTIFICATIONS

Either as required by law or as dictated by employee job duties, some Reflections Academy's employees will be required to have the following training certifications: Certified Current CPR Training Certified Current First Aid Training.

If the above trainings have not yet been completed as of the date of hire, such trainings must be completed as soon as possible. Employees who still require training as of the date of hire will be provided the training courses at the expense of Reflections Academy.

The employee will be compensated as well. Additional certifications and training may be required by Reflections Academy at their discretion.

ALCOHOL AND DRUGS

Employees are prohibited from unlawfully manufacturing, distributing, dispensing, possessing or using controlled substances or alcohol in the workplace, except as prescribed by a licensed medical health care provider. Examples of controlled substances include narcotics, cannabis, stimulants, depressants and hallucinogens.

Employees are prohibited from using any alcohol or any controlled substance while acting within the scope of their employment or while the employee is on the grounds of

Reflections Academy. Employees are further prohibited from using any alcohol, any controlled substance, any other non-controlled substance, or any combination thereof, which diminishes their ability to fully perform their job duties.

Violations of this policy including abuse of substances or alcohol that impairs one's job performance may result in disciplinary action, up to and including termination. Reflections Academy may require employees who violate this policy to participate in a drug-abuse or alcohol-abuse treatment or rehabilitation program as a condition of continued employment.

TOBACCO USE

Employees are prohibited from smoking or chewing tobacco while acting within the scope of their employment or while the employee is with students. Employees shall not use any tobacco product while they are driving Reflections Academy's vehicles. Violations of this policy may result in disciplinary action, up to and including termination. Smoking breaks must occur off-campus. The employee must make sure that the other employees on shift can handle the responsibility while the smoker is off-campus. The breaks must be limited and not impact the operation of the program.

DRUG AND ALCOHOL TESTING

Employees consent to drug testing as a condition of employment with Reflections Academy. Employees may be tested for illegal drugs use during the application process. Once hired, employees may be subject to additional drug and alcohol testing as a condition of their continued employment. Reflections Academy may conduct further drug or alcohol testing if they have reason to suspect that an employee's faculties are impaired on the job as a result of the use of a controlled substance or alcohol consumption. If an employee fails a drug or alcohol test or refuses to submit to drug or alcohol testing, Reflections Academy may take disciplinary action, up to and including termination.

PERSONAL PHONE CALLS

Employees may receive occasional personal phone calls at the school but it is each employee's responsibility to keep incoming personal calls to a minimum. Certain jobs and tasks make personal phone calls very difficult and an employee may not receive or make any personal phone calls during such times. Employees may receive and make outgoing personal calls during break times. All phones shall be secured by the employee at all times. Cell phones are to be kept in the office, and are not allowed on the floors.

KEYS

Supervisors and some selected employees will be issued keys to various Reflections Academy's rooms and buildings. At no time shall an employees make any copies of the school keys they are issued. All keys must be returned to Reflections Academy upon separation of employment. All keys shall be secured by the employee at all times. Caution must be utilized when using a keypad that the students do not see what you are doing.

EATING AND DRINKING

Employees eat their meals with the students while supervising the meals.

PERSONAL ENTERTAINMENT

Employees may not bring any un-authorized personal entertainment items onto Reflections Academy's property. This includes, but is not limited to, music players, video players, video games, books, magazines, board games or cards. Employees may bring personal entertainment onto Reflections Academy property if the item has been pre- approved by the director. Employees shall not distribute personal entertainment items to students without supervisor approval.

USE OF REFLECTIONS ACADEMY'S PROPERTY OR EQUIPMENT

Personal use of any Reflections Academy's property is prohibited. Any employee using Reflections Academy's property or equipment is responsible for the proper use and care of such property or equipment, including but not limited to, proper maintenance, cleaning and storage. If an employee

thinks a piece of Reflections Academy's property or equipment is in disrepair, defective, damaged, or otherwise unusable or dangerous, the employee shall discontinue use of the item, take reasonable steps to ensure others don't use the item and immediately notify the director about their concern via a work order.

In the event that an employee uses Reflections Academy's property or equipment either negligently or without permission, any damage resulting from such use will be the sole financial responsibility of the employee. Employees who are found responsible for damaging Reflections Academy's property or equipment shall be responsible for the costs of repair or replacement. If insurance coverage is available for the damaged equipment, the responsible employee shall pay any deductible required by the insurance policy. If an employee is found responsible, the employee may, by written consent, have the costs of repair or replacement automatically deducted from their paycheck.

PURCHASING ON BEHALF OF REFLECTIONS ACADEMY

All purchases made on behalf of Reflections Academy must be pre-approved, unless an employee's specific job duties dictate otherwise. If an employee is granted pre-approval for use of a Reflections Academy credit card or Reflections Academy funds to purchase items on behalf of Reflections Academy, the employee shall save all receipts and invoices from such pre-approved purchases and promptly turn such receipts or invoices into the Director.

If an employee does not have a Reflections Academy credit card or Reflections Academy's funds, the employee may, with pre-approval, purchase items with their private funds on behalf of Reflections Academy. If use of such private funds is necessary, the employee shall fill out a reimbursement form and turn the reimbursement form, along with receipts and invoices into the Director. Accurate records must be kept as to how the funds are spent.

COMPUTER, EMAIL AND INTERNET USAGE

The following guidelines have been established for using the Internet and e-mail in an appropriate, ethical and professional manner.

- • The use of electronic mail and Internet systems is intended for the conduct of business at Reflections Academy.
- • Employees shall not utilize Reflections Academy computers, e-mail or Internet for personal economic gain.
- • Internet usage must not interfere with an employee's assigned duties.
- • No e-mail or other electronic communications may be sent which hides the identity of the sender or represents the sender as someone else.
- • Each employee is responsible for the content of all text, audio or images that he or she places or sends over the Internet and e-mail system.
- • An employee may not use the electronic mail or Internet systems to create offensive or disruptive messages. The system must not be used to communicate other improper messages, such as messages or material that is defamatory, derogatory, obscene or otherwise inappropriate.
- • The electronic mail and Internet systems must not be used to commit any crime, including but not limited to sending obscene emails over the Internet with the intent to annoy, abuse, threaten, or harass another person.
- • An employee may not remove from the premises any hardware, software, files or data without prior supervisor authorization.
- • E-mail is not guaranteed to be private or confidential. All electronic communications are the sole property of Reflections Academy. Reflections Academy reserves the right to examine, monitor and regulate e-mail messages, directories and files, as well as Internet usage.

This policy is intended to be consistent with other policies of Reflections Academy. Since all the computer systems and software, as well as the e-mail and Internet connection, are owned by Reflections Academy, all policies are in effect at all times.

REFLECTIONS ACADEMY'S RIGHT TO MONITOR AND CONSEQUENCES

All program-supplied technology, including computer systems and program-related work records, belong to Reflections Academy and not the employee. Reflections Academy may monitor usage patterns for its e-mail and Internet communications. Employees shall use discretion in the sites that are accessed. Any employee who abuses the privilege of Reflections Academy facilitated access to e-mail or the Internet may be denied access to the Internet and, if appropriate, may be subject to disciplinary action, up to and including termination. No cell phones or personal computers are allowed on the floors with the girls. Refrain from use until the girls are in bed.

CONFIDENTIAL AND PROPRIETARY INFORMATION

Integral to Reflections Academy success is our protection of confidential business-related information. This includes confidential or nonpublic information entrusted to us by employees, students, sponsors and business partners. Confidential and proprietary information includes, but is not limited to, student names and information, student medical or treatment information, sponsor names and information, business referral information, promotional tactics and materials, non-public information about independent contractors and other companies and all other non-public information required for the operation of Reflections Academy. Employees may not, under any circumstance, disclose any potentially confidential or non-public information without prior authorization from the appropriate supervisor or director. The duty to maintain confidentiality regarding the above information shall continue after the employee is no longer with Reflections Academy.

FIRST AID

Either as required by law or as dictated by employee job duties, some Reflections Academy employees will be required to have current certified training in first aid and CPR. If an employee requires first aid treatment they shall first seek the necessary medical attention required and then inform their supervisor of the situation. If a student or visitor is involved in an accident or requires first aid treatment, however minor, the employee shall respond in a calm and professional manner and notify a supervisor immediately. Employees may be asked to assist in the completion of an incident report. Employees shall not make judgments regarding the incident and only report the facts as they observed them.

WORK RELATED INJURIES

If an employee is injured while performing his or her job, after receiving the proper medical or first aid treatment, he or she will notify their supervisor immediately following the injury. The employee and their supervisor shall fill out an accident or injury form as soon as possible following the injury. Reflections Academy will assist any injured employee in completing a claim form for workers compensation if the injury requires further attention.

STAYING INFORMED

Reflections Academy provides employees with many opportunities to be informed regarding issues concerning the program. Reflections Academy encourages employees to express their ideas and concerns regarding the program and the students. Communication among employees occurs through employee meetings, periodic policy trainings and shift changes. Below are descriptions of the nature and purpose of each of these opportunities:

- Employee meetings: Reflections Academy will schedule employee meeting at least monthly and as they deem necessary. All employees must attend scheduled meetings. If an employee cannot attend a meeting for any reasons they must first get prior approval from their supervisor. The meetings are a chance for employees to receive ongoing training and education regarding the program, as well as offer employees a chance to voice any concerns or issues they may have. Because the meetings are a mandatory part of employment, employees will be compensated for all time spent in the meetings. Employees are responsible for knowing the information present whether they are present or not.

- Policy Trainings: Pursuant to Montana law, Reflections Academy will provide for periodic policy trainings. These trainings are designed to keep all employees abreast of current program policies and inform the employees of any new updates to the program's policies. Upon completion of each policy training session employees shall sign the policy-training logbook to indicate their completion of the training.
- Change of shifts: Oftentimes, specific job duties will require a reviewing of information before an employee starts their shift. Employees shall adhere to staying informed pursuant to their job duties as outlined in their job descriptions.
- By Montana law employees must notify the director if they know that any person having direct contact with the students could pose a potential threat to the girls. The director is obligated to inform the PARRP Board and rectify the situation.

GIVING INPUT – “OPEN DOOR” POLICY

Reflections Academy encourages an “open door” policy between the director, supervisors and employees. Accordingly, we encourage all employees of Reflections Academy to voice any suggestions, issues or concerns as soon as they arise. If an employee has input regarding the program, the students, co-workers, or working conditions, Reflections Academy expects the employee to present that information to the director. If an employee feels they cannot give input directly to the director, the employee will either contact the board.

DUTY TO UPDATE PERSONAL INFORMATION

Employees shall update their personal information as necessary. This includes, but is not limited to, address, phone number, contact information, new or previously undisclosed information that Reflections Academy will know about and any other pertinent information that Reflections Academy will be made aware of. If the employee fails to update their information in a timely manner, Reflections Academy bears no responsibility for the mis-transmission or distribution of paychecks or other information. Employees are required to provide a short biography and photo for the website. Reflections Academy will take your picture if needed.

TREATMENT OF CO-WORKERS

All employees must treat one another with respect. Employees are hired with the understanding that all employees want to work well together, however employees acknowledge that misunderstandings and problems may arise. Below are steps an employee may take to resolve conflicts:

- Employees are encouraged to discuss conflicts with the individual or individuals as soon as possible. Most problems can be resolved or avoided entirely if they are dealt with promptly and directly.
- When a problem cannot be resolved directly, the affected employee will discuss it with his or her supervisor, provided that the problem does not involve that person. If an employee's problem involves an immediate supervisor, the employee will contact the director to seek resolution.
 - If the conflict cannot be resolved using the previous two steps, employee members may use the grievance procedure detailed in this manual.

NO HARASSMENT POLICY

In accordance with state and federal law, Reflections Academy prohibits harassment of any employee or student in regard to race, color, religion, gender, national origin, age or disability. Prohibited harassment includes, but is not limited to, the following conduct: epithets, slurs, negative stereotypes, threats, intimidation, hostile acts, or denigrating or hostile written or graphic material, posted or circulated in the workplace. Violations of this policy will not be tolerated and will be grounds for disciplinary action, up to and including termination.

Individuals who believe they have been subjected to a violation of the no harassment policy will immediately report any such incidents to the director. If the complaint involves someone in the employee's direct line of supervision, then the employee will inform the board. Reflections Academy cannot respond to harassment incidents unless they are reported promptly.

NO SEXUAL HARASSMENT POLICY

In accordance with state and federal law, Reflections Academy will not tolerate any form of sexual harassment consisting of unwelcome sexual advances, requests for sexual favors or other verbal or physical acts of a sexual or sex-biased nature where:

- • Submission to such conduct is made either explicitly or indirectly a term or a condition of an individual's employment; or
- • An employment decision is based on an individual's acceptance or rejection of such conduct; or
- • Such conduct interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment.
- • Harassment directed toward a person because of gender.
- • A pattern of favoritism toward sexual partners. Reflections Academy intention is to prevent any form of sexual harassment, investigate any complaint of sexual harassment, and to take immediate and appropriate action if sexual harassment has been found within the workplace. Violations of this policy will not be tolerated and will be grounds for disciplinary action, up to and including termination.

Any employee who believes they have been subjected to a violation of the no sexual harassment policy will immediately report any such incidents to the director. If the complaint involves someone in the employee's direct line of supervision, then the employee will inform the board of the complaint. Reflections Academy prohibits any employee from retaliating in any way against anyone who has articulated any concern about sexual harassment. Reflections Academy cannot respond to sexual harassment incidents unless they are reported promptly.

COMMUNITY AND PUBLIC RELATIONS

Reflections Academy exists partly because of the support and good will of our neighbors and community. It is imperative, therefore, that all employees act in a manner in keeping with the community needs and general staff expectations. Besides treating our young people, a primary goal of Reflections Academy is to maintain good relations with the public. Visitors are to be extended a courteous and friendly welcome here from all staff members. Staff is expected to display respect and be gracious, diplomatic, show concern, be helpful, and have good judgment at all times when dealing with the public.

PERSONAL PROPERTY

Staff brings personal property to work at their own risk. Any damage or loss of such property will not be covered.

STAFF VISITORS

Personal visitors for staff must be limited. No personal visitors are allowed without prior approval. All visitors for students and staff must be logged into the visitor's logbook.

HOUSEKEEPING

The grounds and buildings must be kept orderly and sanitary. The house staff is expected to be active in seeking that this goal is carried out. Staff will supervise the residents in their chores and participate when appropriate. Any repairs needed or anything that poses a danger needs to be reported to the administration immediately through a work order.

MEDICATION

Staff members who are on prescribed or non-prescribed medication must use it with discretion and keep it where is unavailable to students.

PARKING

Employees must park in designated area will not block other cars.

DIRECT CARE NOTES and LOGS

Each evening the direct care staff are responsible for writing any incident reports regarding any unusual occurrences. Every day the direct care staff must pass around the menstrual cycle form. On two days a week the house mom will record weights. The staff also record where each girl wrote in her journal.

JOB DESCRIPTION

For each particular job that is offered at Reflections Academy, there is a job description. Please refer to it for a general description of the duties required for the particular job.

EMPLOYEE INTERACTION WITH STUDENTS AND PARENTS

TREATMENT OF STUDENTS

Employees shall treat all students according to the rules and regulations set forth in this employee manual as well as other Reflections Academy policies and procedures. All students shall be treated humanely and with respect. Employees shall actively work to protect all the legal and civil rights of the students as mandated by federal and state law. At no time and under no circumstance shall an employee verbally, emotionally or physically abuse a student. This includes, but is not limited to, name calling, slanderous remarks, swearing, shouting, threats, sexual remarks, neglect of student needs, mistreatment and any inappropriate physical contact other than that required for restraint.

EMPLOYEE'S DUTY TO STUDENTS

All employees of Reflections Academy have a duty to provide the best possible professional service and support to the students. The employee's recognition of and adherence to this duty is critical to the success of Reflections Academy. Because of this duty, in the event of an emergency at Reflections Academy or an emergency in the surrounding area, employee's first priority shall be the safety and comfort of the students. Except in unique circumstance, only after all students have been accounted for and properly cared for may the employee then see to their personal matters. Emergency situations include, but are not limited to, natural disasters, forest fires, criminal situations and any other situations that may put the students or Reflections Academy in danger.

EMPLOYEE RELATIONSHIP WITH STUDENTS

Employees are expected to maintain a strict boundary between themselves and the students of Reflections Academy. No employee shall have individual or one-on-one contact with a student unless their job duties require such contact or the employee is directed to engage in such contact by their supervisor.

At no time shall an employee develop or foster a non-professional relationship with any student of Reflections Academy. This includes but is not limited to, social relationships, friendships, confidants, sexual relationships or sexual contact. Accordingly, employees shall not discuss personal matters with students, matters pertaining to personal religious/political views, matters pertaining to the student's performance, matters pertaining to the Reflections Academy Program, matters regarding other employees or students, or anything that is or may be construed as private or confidential in nature.

Employees shall not foster any inappropriate or personal communication with the students through telephone calls, letters, cards, poems or other written means. Nor shall an employee accept any

communication from a student in the form of telephone calls, letters, cards, poems or other written means unless pre-approved. This includes the various forms of online and phone communication. If an employee wishes to communicate to a student in this manner, prior supervisor approval is required. The duty to not communicate in this manner continues while the employee is off duty or is no longer employed by Reflections Academy. Approval for this communication must be approved.

Under no circumstance shall an employee loan any money to a student, nor shall they give any gift, favor, or personal property to the students. Likewise, employees shall not accept, temporary or otherwise, any loans, money, gifts, favors or personal property from the student.

If a student approaches an employee and wishes to discuss any of the above issues or topics, the employee must inform the student that it would be inappropriate for the employee to communicate with the student about these issues or in this manner and the employee shall direct the student to the appropriate staff member who can handle their concern.

EMPLOYEE MONITORING OF STUDENTS

An integral part of every employee's duty at Reflections Academy is to monitor the students, including their relationships and their behavior. Employees shall immediately report to their supervisor any concerns about relationships or behavior that is either prohibited by the Reflections Academy program or could potentially be prohibited by the Reflections Academy program.

In addition to monitoring student relationships and behavior, employees shall report all suspected abuse of the student, both current and past. This includes but is not limited to, past physical or sexual abuse by a parent, sibling, family member or anyone else and present harassment of the student by another student or someone else. All reports of suspected abuse, however minor, will be reported to the director.

EMPLOYEE BEHAVIOR AROUND STUDENTS

Employees must strive to be a positive role model for the students. Accordingly, employees shall not swear, use profane language, call names, insult any person, engage in any horseplay or pranks, mock or ridicule any person, or engage in any conduct, speech or act, which could be construed as such. Employees shall not speak to any students about their personal use or views on alcohol, tobacco or drugs. Employees shall treat all co-workers and Reflections Academy staff with dignity and respect at all times, especially in the presence of students. If an employee is unsure about appropriate conduct around the students, either for themselves or other employees, the employee shall contact the director for clarification of accepted behavior and conversation.

FEMALE INTERACTION BETWEEN EMPLOYEES AND STUDENTS

At no time shall an employee be alone or in one-on-one contact with a student except as required by their job duties or at the direction of their supervisor. Employees shall avoid all unnecessary or non-professional contact with students of the opposite gender and the employee shall avoid private conversations, hugging, embracing or otherwise engaging in any behavior that could be construed as inappropriate, affectionate or otherwise misconstrued as non-professional by another student, parent or employee. The policy of gender separation shall be strictly enforced and violation of this policy may be subject to disciplinary action, up to and including termination.

If an employee feels it is necessary to engage in interaction with a student of the opposite gender, permission shall first be obtained by the employee's supervisor or the program director. Certain job duties will require minimal interaction between employees and students of the opposite gender. If an employee's job duties require such minimal interaction, the employee must, at all times, act in a professional, respectful and polite manner.

TREATMENT OF PARENTS AND SPONSORS

Employees shall treat all parents and sponsors according to the rules and regulations set forth in this employee manual as well as other Reflections Academy policies and procedures. All parents and

sponsors shall be treated with compassion, understanding and respect. Employees shall keep parents and sponsors reasonably informed as required by their job duties. At no time shall employees speak disparagingly of a student's parent or sponsor.

EMPLOYEE RELATIONSHIP WITH PARENTS OR SPONSORS

At no time shall an employee develop or foster a non-professional relationship with any parent, sponsor or family member (i.e. brother, sister, child, grandparents, aunts, uncles, cousins, etc...) of a student. This includes, but is not limited to, social relationships, friendships, confidants, sexual relationships or sexual contact. Accordingly, except as provided by their job description, employees shall not discuss with the student's family any personal matters, matters pertaining to the student's performance, matters pertaining to the Reflections Academy program, matters regarding other employees or students, or anything that is or may be construed as private or confidential in nature.

Under no circumstance shall an employee loan any money to a student's family member, nor shall they give any gift, favor, or personal property to the student's family. Likewise, employees shall not accept, temporary or otherwise, any loans, money, gifts, favors or personal property from the student's family unless Reflections Academy has been made aware of the situation and approved the action.

If a student's family member approaches an employee and wishes to discuss any of the above issues or topics, the employee must inform the family member that it would be inappropriate for the employee to talk to the family member about these issues and the employee shall direct the family member to the appropriate supervisor or director who can handle their concern.

HIRING AND INTERNAL POLICIES

EQUAL OPPORTUNITY AND NON-DISCRIMINATION STATEMENT

Reflections Academy is an Equal Opportunity Employer and does not refuse employment or discriminate in compensation, conditions, privileges or other conditions of employment based upon race, color, national origin, age, physical or mental disability, marital status, religion, creed or gender. If an employee believes that he or she has been subjected to discrimination, including harassment, based upon any of these factors, the director will be contacted.

HIRING PROCESS

A member of the administration team of Reflections Academy will conduct an interview with a prospective employee. The employee is asked to complete an application and present a resume if appropriate. Applicants will be notified orally or in writing as to whether or not they have been accepted for the position.

Reflections Academy will conduct a background investigation on all perspective employees. This investigation may include, but is not limited to, criminal history (both felony and misdemeanor), employment references, personal references, certifications, licenses, educational background and any other relevant information. Reflections Academy will also conduct an initial drug screening of potential employees and all employees shall be finger printed pursuant to Montana Law.

Potential employees under supervision of the criminal justice system or convicted of a felony may not be employed by Reflections Academy. Potential employees convicted of a felony, misdemeanor, or any other conviction of a crime against a person under the age of 18 may not be employed by Reflections Academy. Due to the nature of the Reflections Academy program, potential employees who fail the initial drug screening or have a history of alcohol or drug addiction or abuse may not be hired by Reflections Academy.

Any employee that is identified as “posing a potential threat” to students must be placed under administrative review and the PARRP Board will be notified.

If an employee is found to have intentionally provided false information regarding any of the above referenced items, or upon their employment application, the employee may be subject to disciplinary action, up to and including termination.

EMPLOYMENT OF RELATIVES

No person shall be hired by Reflections Academy who would be supervised by a member of his or her immediate family (spouse, parent, sibling or child), unless approved by Reflections Academy’s director.

TRANSFERS AND RESTRUCTURING

Any employee may be asked to transfer to another position or fill in for another employee for the following reasons:

- • There is a restructuring of Reflections Academy or the employees.
- • The employee’s skills or presence are needed in another position, either temporarily or permanently.
- • The employee is unable to satisfactorily perform his or her present job but is qualified for another job.
- • The employee has a temporary or permanent disability preventing her from performing his or her present job, but is qualified for another job that can better accommodate the limitations caused by the disability.

HOOR REDUCTIONS AND LAYOFFS

Reflections Academy must respond quickly to changing enrollment and economic conditions. Accordingly, the director may for economic reasons, decide to reduce employee hours or lay off employees when necessary.

EVALUATIONS

Reflections Academy performs employee evaluations to improve both individual job performance and improve the overall effectiveness of the program. An employee may receive a written evaluation during or upon completion of the initial probationary period. Employees who are transferred or are promoted to a new job will begin a new probationary period and may be evaluated accordingly. Thereafter, supervisors may perform annual written evaluations. Verbal or informal evaluations may be performed at other times as needed. In the event of a written evaluation, supervisors will file written evaluations in the appropriate personnel file and give the employee a copy of their evaluation for their personal records.

PERSONNEL FILES

Personnel files are confidential and may only be viewed by supervisors, the director and the employee. Personnel files will be disclosed only to those supervisors, designated by the director, who have a business need to review the contents. Employees may have access to their files by arrangement with their supervisor. Personnel files are considered property of Reflections Academy, and they may not be removed from the premises. A personnel file may contain the following:

- • The employee’s address, phone and emergency information.
- • The employee’s application, resume, reference letters or other material submitted at the time of application for employment.
- • Performance evaluations.
- • Records of disciplinary actions.
- • Certifications, licenses, etc.
- • Any other information relating to the individual’s employment.

DISCIPLINARY ACTION

Disciplinary actions may be documented and become part of the employee's personnel file. All disciplinary actions will depend upon the facts of each given case, and therefore, will vary depending upon such things as the employee's longevity, performance, prior disciplinary record and the conduct involved. Reflections Academy reserves the right to discipline employee for conduct not specifically mentioned in these policies. The procedures utilized by the supervisor in each instance may also vary from case to case. In no one event will all disciplinary procedures be required in each case and Reflections Academy reserves the right to skip or eliminate any of the disciplinary procedures as they deem necessary.

The following actions, conduct or lack of action may be cause for disciplinary action by a supervisor. This list is not all inclusive, but is intended as an example of some of the conduct that may give rise to disciplinary action:

- • Working against the goals of Reflections Academy or publicly harming Reflections Academy's image.
- • Refusal or failure to observe this employee manual or any other Reflections Academy's personnel policies and procedures.
- • Refusal or failure to obey the lawful instructions of a supervisor.
- • Carelessness or negligence in the care or use of Reflections Academy's property or equipment, or personal use of Reflections Academy's equipment or funds without approval by a supervisor or the director.
- • Inconsiderate, unprofessional, or abusive treatment of students, families or co-workers, including the use of profane or abusive language and sexual harassment.
- • Unauthorized release of confidential information.
- • Tardiness or absence from regular working hours.
- • Falsification of records, including time cards.
- • Possession of either an open or un-open alcohol container on Reflections Academy's property.
- • Use of alcohol, tobacco or illegal drugs on Reflections Academy's premises at any time.
- • Failure of a drug test.
- • Any inappropriate contact between an employee and a student.
- • Violation of any student or parent interaction guideline as set forth in this manual or the accompanying handbook.
- • Reporting to work under the influence of alcohol or illegal drugs.
- • Violation of any federal or state law.

DISCIPLINARY PROCEDURES

The following actions may be used for disciplinary procedures, but need not be applied in all cases or in any particular order. Depending on the severity of the offense, any of the following actions or a combination of actions may be used:

Verbal warning:

When an employee violates any Reflections Academy policy or job specification, a supervisor may counsel the employee by calling attention to the violation and suggesting corrective measures. The intent of the verbal warning is to clarify Reflections Academy's expectations and help the employee improve their job performance. A verbal warning may or may not be documented in the employee's personnel file.

Written reprimand:

A disciplinary report is a document prepared by a supervisor, which shall include specific problems and corrective measures. The written reprimand may also include a deadline for making corrections and may also contain a warning stating that continued employment is in

jeopardy. The supervisor will hold a meeting to discuss the written reprimand, and the employee will sign and date the reprimand.

The employee's signature indicates only the receipt of the reprimand and does not necessarily signify agreement. The employee may write additional comments regarding the reprimand to be added to the file. These comments will be attached to the reprimand as an addendum, but they will not affect the specifications of the reprimand.

A training/warning notice can be issued for first-time offenses. The purpose of the training/warning notice is to help the employee improve her work performance.

Suspension without pay:

An employee may be suspended without pay for a serious offense or a possible serious offense. The director will determine the length of the suspension. In cases where all the facts pertaining to discipline problems are not immediately available, an employee may be suspended during a pending investigation. If the results of the investigation indicate that the discipline is warranted, the director may discipline or terminate the employee's employment at Reflections Academy.

If the results of the investigation indicate that the suspended employee did no wrong and that discipline is not warranted, the employee will return to work at their previous pay and receive back pay for the time of suspension.

Termination:

Only the director and board may discharge an employee. Before giving discharge notice to an employee, the director may review the case to insure that the grounds for dismissal are consistent with established policies. Termination may also be the result of mutual agreement, whereby both the employee and the director agree termination would be mutually beneficial. Employees who have been discharged will receive pay for hours worked less any deductions that have been authorized in writing by the employee. Terminated employees will receive their final paycheck through automatic deposit.

DISMISSAL

Reflections Academy will not discharge an employee who has successfully completed the probationary period without good cause as defined by Montana law.

Although disciplinary action may include one or more of the disciplinary procedures set forth in this handbook, they are not mandatory and a supervisor or the director may feel that certain conduct warrants immediate dismissal, irrespective of prior disciplinary action. Reflections Academy reserves the right to terminate an employee for conduct not specifically mentioned in these policies. The following conduct may constitute grounds for immediate dismissal. This list is not all inclusive, but is an example of the conduct that may lead to immediate dismissal:

- • Insubordination.
- • Theft.
- • The unlawful manufacture, distribution, dispensing, possession, or use of controlled substance.
- • Abandonment of duties.
- • Falsifying records, including time sheets
- • Abusive or criminal behavior including inconsiderate, unprofessional, or abusive treatment of students, their family or co-workers.
- • Possession of alcohol, tobacco (not locked up), drugs, firearms, explosives, or weapons on Reflections Academy property.
- • Use of alcohol, tobacco or illegal drugs on Reflections Academy premises at any time.

- • Arriving to work in a compromised or intoxicated state because of the use of alcohol or drugs.
- • Failure of a drug test.
- • Excessive tardiness or absence, whether excused or not.
- • Conduct that is injurious to the reputation or business of Reflections Academy.
- • Any inappropriate contact between a student and an employee.
- • Violation of any student or parent interaction guideline as set forth in this manual.
- • Violation of any federal or state law.

GRIEVANCE PROCEDURE

The term "grievance" means any dispute a non-probationary employee may have concerning the effect, interpretation or application of this manual or Reflections Academy's policies or procedures. Any party to these procedures shall be permitted to call other employee witnesses at each step of the proceedings. The deadlines contained in this procedure may be waived by mutual agreement of the parties, however, it is intended that this process shall not exceed 60 days in total length. If an employee has a grievance to resolve, the following steps will be used.

Step 1:

The employee must first try to resolve the grievance on an informal basis prior to initiation of the formal procedures set forth below.

Step 2:

If the grievance is not resolved through informal channels, the employee may present the grievance in writing to the appropriate supervisor. The grievant will provide as much detail as possible about the nature of the grievance, the circumstances surrounding the matter and the type of corrective action requested. The written grievance must be submitted within 10 calendar days of the date of the event-giving rise to the grievance.

The supervisor shall reply to the grievance within 10 calendar days from receipt of the written grievance. If the supervisor fails to respond, the grievance shall be determined denied and the grievance can proceed to the next step.

Step 3:

If the grievance is not resolved at Step 2, the employee may appeal in writing within 10 calendar days of the Step 2 decision to the director. A copy of the written appeal must be provided to the supervisor.

The director shall assemble an administration committee to reply to the grievance appeal within 10 calendar days from the receipt of the written appeal. If the administration committee fails to respond within 10 calendar days, the grievance shall be determined denied. The administration committee shall hear and review all evidence presented by the grievant, the supervisor and any witnesses with first hand knowledge regarding the event. The decision of the majority of the administration committee will be final.

RESIGNATION

Employees who wish to terminate employment with Reflections Academy are asked to give at least 2 weeks notice. All supervisors are expected to give at least 4 weeks notice. Supervisors may hold an exit interview with any departing employee to discuss the reasons for departure. This discussion may provide feedback that would be valuable in improving Reflections Academy as a place to work.

Employees who have resigned will receive pay for hours worked less any deductions that have been authorized in writing by the employee. The final paycheck will be mailed to the employee.

PROCEDURE FOR LEAVING EMPLOYMENT

The employee will remove all personal property. The employee will provide a permanent mailing address to guarantee her receiving the W-2 form needed for income tax purposes. An exit interview may be conducted to discuss reasons for departure as well as any questions concerning working conditions or treatment practices. The data gathered at the exit interview will not be filled in the employee's personnel file.

REFERENCES

Reflections Academy does not provide potential future employers with references other than to verify employment, length of employment, position and responsibilities while under the employ of the Reflections Academy.

COMPENSATION AND BENEFITS

EMPLOYEE DESIGNATIONS

Reflections Academy has two employee classifications. Exempt (salaried) and non- exempt (hourly). These classifications are related to the position held and the hours allowed to work. Exempt employees are those in supervisory and full-time positions. All other employees are non- exempt.

WORKING HOURS POLICY

For non-exempt employees the workweek at Reflections Academy is 40 hours. However, due to the nature of the work, there is no guarantee that there will be 40 hours of work every week. Because of the nature of the work starting times vary greatly. There are no scheduled breaks. The employees take breaks around the students' schedules. Meals are taken with the residents at the regularly scheduled meal times. The actual days a non- exempt employee works can vary from week to week.

For exempt employees the schedule can be regular or irregular depending on the situations that present themselves with the students. Exempt employees are expected to be to be flexible in their working hours beyond the minimum number in order to provide the services needed. All salaried employees come under the exempt working hours policy.

PAY PERIODS AND PAY SCHEDULE

Reflections Academy operates on an every two weeks pay schedule. Employee time sheets are due on every other Monday. All time sheets shall be turned into the administration. An administrator will then review the time sheet and turn the time sheet into the payroll department. If an administration disputes the recorded times on the time sheet for any reason, the administrator will first seek to resolve the issue with the employee. In the event that resolution is not reached, the matter will be submitted to the director for review. All paychecks will be direct deposited into the employee's request bank.

Drawing on a salary or wage prior to payday can only be done in emergencies and must be approved by the Board. Mandatory reductions are: Social Security, Medicare, Federal and State Taxes. If an employee's wages are garnished, all relevant Garnishment Laws will be followed.

OVERTIME PAY

All employee overtime shall be approved by the employee's supervisor. For hourly wage employees, overtime pay will be awarded in compliance with Montana law, at 1.5 hours pay for every 1 hour

worked over 40 hours during the regular workweek. If an exempt staff member trades with another staff, they must make sure that no over-time is accrued. If overtime is needed this must be approved by the director. Overtime not approved will not result in compensatory time. Trainings and meetings will not be paid as overtime. Salaried employees will not receive overtime pay.

DIRECT DEPOSIT OF PAYCHECKS

Paychecks will be directly deposited into a checking or savings account for employees. To receive direct deposit services, employees must fill out and submit a direct deposit form.

WAGE SCHEDULE

All employee wages will be determined by Reflections Academy on a case-by-case basis. Wages shall be determined based upon qualifications, experiences, and any other factor Reflections deems valuable to the Program. An employee's compensation rate can be re-evaluated, and Reflections Academy reserves the right to grant pay raises on a case-by-case basis as they deem necessary.

The efforts beyond the minimum requirements of the job are recognized through salary raises, bonuses, and assignments that recognize your professional and supervisory status and contribute to your occupational development and careers.

Professional and supervisory staff are paid a salary and are expected to work as many hours as necessary to complete their assigned duties, generally a minimum of 40 hours per week.

In the event of absence please report the absence to the administration. For sick and vacation days you will be paid your ordinary salary to the extent that you have earned paid absences per the conditions of your employment with Reflections Academy. To the extent that you do not have sick and vacation pay coming, your pay will be docked based upon a 260-day work year and your annual salary.

Salaried employees are not required to complete bi-weekly time reports.

BENEFITS

In addition to an employee's wage, Reflections Academy will provide social security, state unemployment, and workers compensation.

LEAVE TIME

Jury Duty: Reflections Academy will not grant paid leave for Jury Duty. If the jury duty is required of you, please inform the Administration with an estimate of how long the jury duty time will be.

Military Leave: Reflections Academy will allow for reserve military leave to any employee with danger of losing their job. Please inform the Administration of dates and length of time required for military leave.

Sick Leave: Reflections Academy will grant sick leave (without pay) where needed for an employee and her/his family's sickness if the latter requires the employee to be at home. We will be as flexible as possible about providing time off as seems appropriate and fair to the situation.

Voting: Employees are encouraged to vote during the non-working hours, but if this is not possible, they will be allowed time off to vote with pay.

Vacation Leave: Reflections Academy will work on an individual basis in regards to vacation time.

SOCIAL SECURITY

The Social Security program provides benefits for employees at retirement, or earlier, will an employee become disabled. The current rate of withholding is a percent of gross wage. Social Security withholding is mandatory. Reflections Academy is also required to match employee-contributions dollar for dollar.

STATE UNEMPLOYMENT COMPENSATION INSURANCE

Reflections Academy pays the entire cost of unemployment insurance, which is used to set aside funds to help an employee who becomes temporarily unemployed.

WORKERS COMPENSATION INSURANCE

Workers Compensation Insurance provides medical benefits and a percentage of lost wages if an employee is out of work for more than five days due to an on-the-job injury. Reflections Academy pays the entire cost of this insurance.

Reflections Academy Parent Handbook

Reflections Academy Mission Statement

To empower adolescent teens to uphold high standards of character, academic achievement, physical fitness, and spiritual values in order to become valuable members of their families and society.

Our Purpose as a Reflections Academy Family is:

To create a support system based on a safe environment of effective communication, respect, a place to be vulnerable and free of judgment where unconditional love, positivity, and honesty are the foundations of our sisterhood.

Reflections Academy Inc.

Services Provided and the Plan of Operation

Set in the beautiful mountains of the Pacific Northwest, this transitional residential experience is designated for girls between the ages of 13 to 20. Reflections Academy is unlike traditional wilderness or ranch programs. The program has been created as a practical skills learning opportunity for those teens who are not ready to rejoin their families. Reflections Academy provides a non-threatening, structured, yet nurturing environment for teens who need to develop interpersonal skills and a stronger self-esteem. Reflections Academy is a home-like environment where teenagers come to live, grow, develop, and overcome their problems. The concept is that at Reflections they create opportunities for themselves in order to face their problems, conquer them, and rejoin their families.

Reflections Academy offers the students:

- • Professional therapy
- • Academic instruction
- • Individual and group therapy
- • A focus on creativity through art, music and writing
- • Physical fitness and recreational activities
- • Sunday church, Bible study, and youth group
- • Addiction group for those who need it
- • Adoption group for those who need it
- • Community service projects
- • Assistance in understanding life
- • Guidance in grasping their place in the world
- A non-threatening, supportive, home-like environment to solve overwhelming problems

Understanding the Level System:

To assist the students in achieving and maintaining a higher sense of themselves, we have a level system. The system includes four levels. Students enter on level two. There are consequences, privileges, and rewards attached to each level. Students are expected to move up and down the level systems as they lose and gain trust. The beauty of the system is how they handle their “drops”, what they realize from the loss and gain of levels, and the discussion that is initiated about how this relates to things that happened at home.

We define the levels this way. Level one is about being in resistance, not open to change. Level two is called open, which means the student is willing to consider change, but does not act upon it very consistently. At this level the student is consistently compliant. Level three is when a person decides to take on change and begins to implement other working choices as well as change behavioral patterns. This decision can waver. If the student consistently falls back, then she may end up being

dropped to a lower level. The last level is four, which means the students is working to make changes in her life far more consistent and regular.

Tied to these levels is the issue of trust. Level one has little or no trust up to level four, which has the most trust. The trust is based directly on the students' results. When a student wants to vote up, she must get the support from the clinical team, accomplish whatever tasks are required for that level, and then if approved for consideration, she will present herself to her peers for feedback. Based on her results a decision will be made regarding the level.

The level system is not a grading system. It is not about being an A, B, or C student. The whole process, while attending Reflections Academy, is about a journey. It is about getting real (honest); revealing to herself and others personal issues; and healing.

This happens in the journey at all levels. In order to do effective personal growth, we find that the students often move up and down the levels during their time at Reflections Academy.

The system is a tool, a way for the students to mark their progress. It is also a way to experience consequences for their choices both positive and negative. It really helps in the communication of the progress to all parties concerned: students, families, and staff.

Be Aware

We want to share with you some of the pressures you may experience from your child. Most students want to leave the program and get back to their old life. When your child first comes to Reflections Academy there is usually a "honeymoon" period. The scenery is beautiful: breathtaking mountains and the river. However, when she sees that the program has high attitude/behavior expectations, a set of rules and an instances that she can make appropriate changes, the "honeymoon" is over. While no two situations are the same, the student will then go through several phases. We outline some of them below. **Denial Phase** – This is identified by statements like:

"I can't believe you did this to me." "I don't belong here."

"I'm not learning anything, all they do is babysit me" "The kids here have much worse problems than mine." "They have kooks and drug addicts here."

Guilt trip Phase – This is identified by statements like: "If you really loved me you'd bring me home."

"You don't know how terrible it is here, or you'd get me out."

"I'm going to starve, the food is disgusting." "No one cares about me."

"You can't believe the counselor; she will say anything to keep me here." "The others here are a totally bad influence on me, you will hear what they talk about."

Anger Phase – This is identified by statements like:

"If you ever want to see me again, you had better get me out of here." "You'll wish you had never done this to me."

"I don't want to be your child anymore."

Negotiation Phase – This is typified by statements like:

"If you bring me home, I promise there won't be any more problems."

"We can work out our problems at home better as a family, we can go through therapy together."

"If I work hard, will you bring me home by _____"

"I'm willing to work on my problems. Can't I do it at a different program, one that will help me?"

The agenda in each of these phases is to work on your emotions in hopes that you will take your child out of the Reflections Academy, Inc. program, this way she does not have to get through the long hard process of making changes. We can certainly all understand why a students will try any or all of these manipulations. We have found that if the Parents/Guardians and the program remain strong in their resolve, the student will finally accept and get involved in the program.

Positive behavior can best be realized when parents/guardians and the program support each other. Students often try to thwart that support by telling us what terrible parents you are, and by telling you what a bad program we are. We both need to show support for each other, otherwise it gives the student an excuse for not working in the program. One very important time we can support each other is when your child asks, "When can I come home?" If you tell your child a date or give them a time frame, then your child will focus on putting in "time" rather than focusing on making changes. What we suggest is that you tell your child that she will be here until the team (which you are a part of) recommends returning home. This message will create the most amount of incentive to work the Reflections Academy Inc. program and make necessary changes. Your support in this way also allows us to be able to outline for your child what needs to be different in order to return home. The other benefit is that it takes the pressure off of you. Your letters can be friendly, loving and encouraging rather than having to justify and defend why your child is in the program.

Reflections Academy has had the best results when students have remained in the program for a year or more and meet all the criteria for completing the program. The student realizes and accepts that she is here until she meets these changes. Then, and only then, will the Reflections Academy, Inc. program begin to work for your child.

FIVE FATAL MISTAKES TO SINK YOUR CHILD'S PROGRAM

1. Talk about "time" with your child. Promise them that they will be home by a certain date. This way they can just "put in time" without the burden of making long term changes. Your daughter will have one foot in the program, and one foot at home. Tell them if their favorite staff leaves the program they can come home. Remove your child from the program because you are out of money. Reflections Academy IS RESULTS BASED-NOT TIME BASED.
2. Worry about your child not loving you and not receiving his/ her approval after you have placed her in a program. Feel guilty when your child is angry with you. Refusing to own that you couldn't help your child. You sent your child to Reflections Academy yet continually tell Reflections how to run certain aspects of the program. You resist following the Reflections lead and instructions. Reflections Academy IS SUCCESSFUL WITH YOUR CHILD WHEN YOU FOLLOW THE REFLECTIONS LEAD AND INSTRUCTION.
3. Whenever your child has a problem or consequence, rush in and save the day. Your child will learn that your love and support is greater than her need for accountability. Question your child about staff practices. Act as if you don't trust the program. Be critical of the staff in front of your child, yet expect your teen to feel that she is in a great program that is helping her heal. Refuse to let go— try to control and protect your child's experience and progress. This has always worked so well in the past. JOIN THE Reflections Academy TREATMENT TEAM AND SUPPORT THE PROGRAM FOR THE HEALING OF YOUR CHILD.
4. Talk and write about how you love and miss your child and constantly think of your child. This makes your child sad, homesick and she will stop working the program. Believe everything that your child says about the program, staff and students. Forget that your child is a master manipulator who is a master at working you. Forget that your teen has a record of lying and poor decisions. Listen to her carefully when she says, "I honestly don't think this is the best suited program for me. I could get more one to one therapy and feel more comfortable in a shorter term program." THIS IS WHEN PARENTS NEED TO TAP INTO TOUGH LOVE – "You're staying, make it work, another program isn't an option."
5. Continue to talk and relate to your child in the same manner as you did when she was home. Don't be surprised when you get the same results and attitude from your child. Parents who refuse to take an honest look at what's not working in their own lives through individual or couples therapy are often surprised when their fixed child comes home to the same family they

left, and the family is faced with a new disaster within three months. Parents, who fail to realize that they play an intricate role in their child's success in the program and in her success at home, often fail to realize that they sabotage their child's healing by continuing to relate to their teen in old dysfunctional patterns. PARENTS NEED TO REALIZE THAT WHAT THEY WERE DOING WITH THEIR CHILD WASN'T WORKING AND CHANGE IS NEEDED. YOUR TEEN NEEDS TO CHANGE.

HER “MIND SET”. THIS TAKES TIME, A PROFESSIONAL THERAPIST AND A NEW ENVIRONMENT.

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian’s desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student will include the program’s name, Reflections Academy, along with the student’s name.

Email

Students usually will send parents and email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

Packages

Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it will be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

Weekly phone calls are generally with a therapist, the student, and her parents/guardian. For the first few weeks the phone call procedure will be amended with the guidance of the clinical team. The phone calls are generally limited to the parents/guardian. Additional phone calls may occur under supervision of a therapist or staff for a specific purpose. Level four students will be able to get two phone calls a week.

The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can’t keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

Parents will have a periodic update on their daughter’s progress by the administration and/or the therapists. Parents are welcome to call or email concerns/questions at any time. Emailing is encouraged because it will be the fastest way to get a reply. Parents can discuss specific academic progress with the academic department.

Visits

Reflection Academy program does include times for visitation (on/off campus and at student’s home). This is considered a key component of the program. Depending on the students’ needs, they may go off campus during the day or overnight. The final plans will be made by the parents/guardian and the clinical team. All persons will conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student will sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians will contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians will be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy At the time of the enrollment the student and parent will be informed of this Communication Policy.

Behavior Management

Reflections Academy works to assist students to understand what they do to create choices in their lives, and that there are implications because of these choices. Reflections Academy helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action she may be rewarded. When she makes a non-working decision or action, she will receive a consequence. Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning process and a necessary part of the supervision and control of the students. Its duration will be only as long as needed for the lessons to be learned. Positive constructive measures will be used to maintain standards.

When a student arrives on campus, the student will be provided with a handbook, which includes her rights and responsibilities along with the rules of the facility, and Reflections Academy procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider change), initial (beginning to make choices that involve change), and internalized (consistently responding in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, goal sheets, and their therapist's input are all-important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the student's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action will be created for each student and will be regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a student first comes to Reflections Academy she is not on a level but rather she stays with a "Little Sister". A new student will stay with her mentoring student for at least two weeks (could be longer) helping with the Big Sister's chores. She will stay with the student and learn the routine. During this time the Little Sister is mentored by the Big Sister to learn how to live in her new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list, wear makeup and uniforms (polo shirts, fleeces, jackets, and beige pants), have weekly phone calls when appropriate, view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes in the lodge, store their clothes in their bedrooms (when possible), can go into the other bedrooms (to provide support), spend some money on snacks, watch one approved TV show a week, and go on the school related shopping trips. Level four have their special bedroom, wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no makeup and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

The new student:

- • Reads and sign all Reflections house rules – including The Rights and Responsibilities
- • Reads and sign all Reflections Academy academic rules
- • Reads and sign the Reflections Academy Internet Policy
- • Follow Big Sister everywhere learning the routine
- • Is not generally given consequences

The Essentials:

- • Is issued a uniform and has initials on everything.
- • Goes over clothes and makes sure they are inventoried and labeled.
- • Places hygiene articles and clothing in assigned areas.
- • Gets an academic cubby for storing books, papers, etc.
- • Is assigned/doing a chore, laundry day, meal day

When students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude, positive staff/peer interaction, and leadership. The students must give the clinical team one week's notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. She will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, she will be told what needs to be the focus point of her program.

Discipline

Honor Code and Citizenship Violations

The Honor Code is a set of rules and principles based on the beliefs of Reflections Academy as to what constitutes honorable behavior within a community these beliefs are in alignment with Judeo-Christian principles. Those who are in violation of the honor code can be subjected to various consequences for those actions.

There are Citizenship Violations, which involve the day-to-day choices (i.e., clean up, dress code, late to bed, etc.) resulting in loss of privileges and/or earning of appropriate consequences. The Honor Code violations focus on behaviors that can be a struggle for the students at Reflections Academy. The behaviors regarding tobacco, drugs and/or alcohol, hazing, and/or harassment, major dishonesty/stealing, illegal items, inappropriate sexual relations, vandalism, internet violations, and insubordination.

The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

A probationary period could involve having a buddy for a period of time, limited access around the campus, limit choices during free time, additional activities deemed appropriate for the situation, and extra therapy/tutoring. The goal is to support the student in personal growth.

Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence will be appropriate to the situation and matter to the student as a deterrent. The consequence will be provided as close as possible to the time when the violation occurred. The student will be notified as to the reason for the consequence. The least restrictive method of procedures will be implemented in order to provide safety for all parties concerned.

The consequence will not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline will not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Students will not administer discipline to another student. Medication will not be used as a form of discipline or as a substitute for appropriate treatment services. Students will not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures will be supervised by staff.

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Peer Review Committee

The peer review committee involves staff and fellow students (level three and four), who are brought together to provide a positive approach in developing the student's sense of accountability, responsibility, and self-esteem. The peer review committee dedicates time and service in assisting the staff to support the students who have broken the honor code. The committee meets as needed to review the honor code violations and to apply solutions and consequences to help maintain the structure of Reflections Academy as a whole and the integrity of each student in its care. This committee helps to define the natural/logical solutions that are created from the non-working choices that a student makes. (The solutions are defined in the next section.) The peer review committee also confers in regards to how to support a student who wishes to vote up. They take other requests from the rest of the student body (i.e., suggestions for an activity, a request for a rule change, etc.) and bring these issues to the clinical team. The experience of sitting on the committee provides the students with valuable experiences that can be an exceptional asset to many future endeavors later in life.

Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the **challenge**. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, she could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is **engagement**. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student. Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences will move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

The **evaluation** occurs on several fronts. The students who broke the code do an evaluation of the progress made during their daily routine. It is also done by the staff and the peer review committee. The peer review committee and the staff review their own work as to the level of effectiveness in supporting the students.

Intervention Experiential Learning

Intervention experiential learning is organized learning that is a customized designed process, whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives. The amount of time students spend in the experience depends partly on the individual student's level of commitment to their own personal accountability, motivation, and growth. The staff and the peer review will help the student define experiential learning that would provide the best benefit. It is believed that this learning could mark the beginning of reciprocal changes and new developments for the student.

The experiences are developed to create opportunities to allow the student to see how they can create choices in their lives, and that there are implications to these choices. During these learning experiences they are given the opportunity to take action, realizing they are freely making the decisions, and then they accept the responsibility for the choices made as well as the consequences.

Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty leading might be asked to take a leadership role for a certain activity. Another example could be a role- playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing deescalate techniques when a student is upset. Passive physical restraining will not be used unless an individual student, students, or staff is in imminent physical danger. The restraint will be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric

condition as well as the personal history of the student. The restraint will be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved will complete an incident report. Members of the administration will be notified immediately, so that future preventative measures can be put in place. The student's therapist will also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student will be informed and kept up-to-date on the progress of their daughter in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training will be documented and acknowledged in writing by the staff at the time of the training.

What is Reflections Academy all about?

It is a Structured but Open Communicative Program. At Reflections Academy our Christian mission is to help girls to grow in Emotional Fitness, Academic Fitness, and Physical Fitness. We reinforce and build Self-Discipline and Self-Respect while developing a positive Self-Image. The student will receive behavioral training tools, which will benefit her for the rest of her life. At Reflections Academy we live through Christian-Judeo values. Reflections Academy has a very structured program of activities, studies, and therapy programs, both group and individual as well as family therapy.

Reflections Academy offers weekly individual and group therapy. Students participate in weekly individual therapy. Group, individual, and family therapy will be conducted by appropriately qualified and experienced Reflections Academy personnel. The therapists provide a variety of treatment types, such as, DBT, EMDR and reality therapy to name a few. Whole group therapy is highly effective with adolescents and occurs weekly. Specialty group therapy, such as adoption groups, occurs once a week. Experiential therapy is included in the techniques used in group therapy. It is fascinating how effective "group" is to the overall outcome and the ultimate successful return home of your daughter. Family therapy also occurs during family visits.

Parent Cooperation

It is difficult to work with your child unless we work in a united format. It is important to follow Reflection Academy's lead when in communication with your teen. You brought your child to Reflections because you had problems dealing with her. Overindulgent parents can hinder all of our progress with your child. So please, anytime you have a question, do not hesitate to call and ask us. Anytime that you do not understand anything that your child tells or says to you, please ask us. Remember, in many instances, your child hasn't always been truthful with you when at home, so, do not expect a rapid change when first communicating

Trauma of any sort exacerbates her desire to "work" you by distorting the truth. They are focused on avoiding at all costs. Expect it. Your child is defined by the events that have happened in their lives. They believe untruths about themselves based on certain events and now they feel they must protect themselves at all costs. They are not listening to the logic you are presenting to them.

As time goes on and your child shows progress, you will notice much more truth and sincerity from her. Mutual trust is the key. We have to be able to trust you in your communications with your child. We have to know that you are following our lead and direction. Conversely, you need to trust us. This is imperative as it will determine your child's mindset. And, your mind set will always be telegraphed on to your child's, be it intentional or not. We all must be on the same page 100% of the time.

As a parent have also played a role in your daughter's current situation. Perhaps you will need to do some self-exploration. This may include examining your life – the sacrifices made and the dreams abandoned. You may need to ask yourself if guilt and fear have enabled you to make excuses for your child and prevented her from taking on a sense of responsibility and growing up. The point here is not to beat yourself up, but rather to understand more fully what is going on for yourself and the family as a whole.

This is the level of parent participation we recommend at Reflections Academy:

- While your daughter is here, she will be keeping a journal. We recommend that you will also keep one. You will write about how things are different with your daughter gone. Notice how are your relationships with others are changing. Notice your reactions to letters she may send or to conversations you have in family therapy.
- Please write to your daughter once a week.
- If you do not currently see a therapist, we strongly suggest that while your child is at Reflections Academy, you consider entering into individual or family therapy. This will provide you with a supportive place to examine your feelings about your child as well as a place to look at how you were pulled into her dynamics and to examine your own fears and faults. Hopefully, you will rediscover the dreams that you have for yourself, your child, and your family.
- Please complete tasks assigned by the clinical team. These may include assignments, writing assignments or letters addressing issues specific to your daughter.

Reflections Academy's program encourages a change from the student as well as the parent in both mind set and performance. It is very typical for a new student to go through a "honeymoon" stage where they are literally the perfect model student. This is how they want to be perceived. It is only after this period that therapy can truly begin – the time when the clinical team actually sees the real teen that the parents have been dealing with. The students all experience considerable changes and greater structure than in their home environment. This is something that you would certainly expect. How else can the changes you expect to see be successful if there are not changes in your daughter's daily life. None of us can change years of bad habits overnight. This is why the program generally requires 12-18 months – it does take time. Research supports the fact that it generally takes this amount of time to have a person thinking differently. There are many complex ingredients, which make up the Reflections Academy's program. It is specifically designed to return your child home as a cooperative family member.

Reflections Academy is not a lock down facility. We need to see your child as she is at home. Your child needs to be given the opportunity to make the mistakes that become the focus of the therapy sessions. This degree of freedom is critical to the success of our program. To test their character development, they will attend church groups, community involvement, adventure trips, etc.

We are located in a very rural area, it is possible for determined students to run away, parents assume the risk of such conduct and Reflections Academy has the right to terminate a student's enrollment for such conduct. Parents will be held responsible for tuition and any expenses arising out of such conduct. Our main guideline is to keep your child and all others safe.

The program is based on Judeo-Christian values. These values are strictly enforced and not taken lightly. We attend a non-denominational Christian Church every Sunday that includes a seasonal bible study and a youth group.

Enrollment Procedures

All paperwork must be completed. This includes a completed application, signed enrollment contract, photo ID, insurance information, copy of a birth certificate, immunization history, school records/transcripts, and any dental or medical information that Reflections Academy must immediately know about. It is important that all parties understand that all tuition is non-refundable.

Once the decision to enter Reflection's Academy is made, and enrollment completed, you can travel with your child to Spokane, Washington or Missoula, Montana where you will rent a car for the scenic drive to Thompson Falls, Montana. In some cases your child may appear to be threatened by the idea of change. If you are concerned that your child's reaction to your decision will cause an increase in the level of tension in your family and that she will not be cooperative, you may wish to consider a transport service to come to your home, surprise your child and transport her to the program. If this is your only option, you can Google "youth transports" to research what is offered.

Upon arrival in at the program, the new student's luggage and all other belongings will immediately be taken into the office. The students will not arrive at the lodge with expensive jewelry. It will be sent home with the parents. The new student will be introduced to her big sister/brother and all of the other students in the program. Her big sister/brother will give her a tour of the lodge. Drug testing will be administered. The new student will review and initial the Reflections Academy Rules Sheet as well as the Rights and Responsibility Sheet with her Big Sister and/or staff.

When your child is ready to leave the program for visits or departure, arrangements must be made through the Clinical Team. Parents must always make arrangements with the administration before arriving at the Lodge to see their daughter.

It is the policy of Reflections Academy that all correspondence addressed to its residents, including faxes, letters and packages will be read. This is for therapeutic information as well as if anything seems confusing – it will be discussed by the team, which includes the parents. All mail sent from the lodge goes to the parents and may be distributed by the parent. After a student's admission, incoming correspondence to the student shall only be permitted from those family members and individuals that have been approved by the resident's parents or guardians. We prefer that all mail goes to the parents first and then to us. All packages will be inventoried. We encourage that you write letters to your child once a week. Letters allow you both to give thoughtful responses and non-judgmental feedback. The therapists could discuss possible topics for letters. To help your child gain the most from this process, the therapist may read the letters prior to sharing and discussing them with you and/or your child in therapy. Your child will be encouraged to respond to the letters you send as well as any letters from the rest of her immediate family, including grandparents and siblings. These letters are very important to help heal strained family relationships. For this reason, we feel that only your child's immediate family will write to her. In the early part of the program it is not a good practice to have the child receiving letters from friends or boyfriends. This is highly distractive and helps the student to avoid thinking about personal issues. As well as letters, you may wish to send simple "I'm thinking of you" cards, but please keep this to a maximum of 2 cards per week. Too much correspondence sends a message that you might "cave" and bring her home no matter what you say. In the event of a family emergency, the clinical team and the parent/guardian will work together to decide if the student will go on a home visit. We would encourage the student to return to the program as soon as possible.

Parents are encouraged to visit their child at Reflections Academy. Depending on the student's needs at the time she may go off campus during the day or overnight. Final plans will be made by the parent/guardian and the clinical team. The clinical team needs prior notice that will be provided to the therapists and/or administrative office. Family therapy usually occurs during the time of a local weekday visit. Approval must be given by the clinical team before arrangements are made. The team will work with the family to determine the best possible circumstances for the visit depending on the child's current choices. Flexible airline tickets will be purchased. It is imperative that the continuity

of the resident's therapeutic work not be compromised. Some of these visits strictly occur near the campus and others, if deemed appropriate, would occur at home after the student has been in program for a certain amount of time.

Our official address is P. O. Box 1713, Thompson Falls, Montana, 59873. For packages sent via UPS or Fed Ex the physical address is 171 Harlow Road.

Medical Information

Medical appointments will be made by the administrative staff. Upon arrival at each resident is scheduled for a routine physical examination with a primary care physician. When needed the girl may also be scheduled with an ob-gyn exam. During the course of their program, the girl's medication evaluations will be evaluated regularly by a psychiatrist or doctor.

Parents must set up an account at Doug's Drug with all insurance and payment information as well as any other information that the pharmacy may require. We use these pharmacies because they provide bubble-wrap (State Law) medications. Doug's Drug can be reached at (406) 827-4349.

Students are assisted one at a time. The student is given her medications that must be taken and then followed with a full glass of water and a couple of crackers. They do a mouth sweep and may be asked to cough. The entire self-administered procedure will be overseen by the direct care staff to insure that the meds are given properly. The staff documents what was taken on the student's medical information sheet. We also keep a log with the monthly status of menstrual cycles, weight and over the counter medications.

Education

When your child enters the program, Reflections Academy staff will determine the appropriate course work. Most students take online courses. These courses are monitored by our teacher in the summer as well as throughout the school year. Online courses are closely monitored courses that allow the student to take courses through distance learning opportunities. All of the distance-learning opportunities are accredited curricula. Online college courses are also available to the students for an additional fee. You may provide your child with a factory clean laptop for school. Reflections Academy does supply laptops at an additional cost. Your daughter can then take the laptop home at the end of her program.

House Rules

All students are expected to contribute to the Reflection's family just as they would be expected at home. However, a very common element in the vast majority of the students is that they have a very poor to non-existent work ethic and contribution to the family. At Reflections, they launder their own clothes, help prepare meals, garden and help keep the lodge clean. They do this in the attempt to return their sense of work ethic.

When your child makes a positive decision or action, she may be rewarded. Conversely, when she makes a negative decision or action, she will receive a consequence. Consequences are closely related to the severity of the transgression.

Appropriate attire is required at all times. As a general rule, modest is best! During the early part of a student's program she will be mainly wearing a uniform (polo shirt, beige pants, green fleece and jacket).

If needed, please provide us with glasses/contacts, a retainer, and a month supply of all prescription medications. Any vitamins, or over-the – counter medications such as Midol will be provided as well.

We ask that your child not bring any photos of friends or jewelry (including piercings). Please no iPods. We would appreciate that cell phones be left behind.

The students participate in a wide range of recreational activities including swimming/boating on the lake, square dancing, softball, camping, rock climbing, river rafting, and hiking. In the winter months we can have some cold, snowy nights when we light the fireplace and learn to play music, construct

We want our students to always have a wonderful birthday while enrolled in the program. The student may ask for a special dinner. Payment for birthday parties will be made from the student's debit card and only with parent approval. If your child's birthday (or a religious holiday) occurs during stay with us, we ask that you send a limited number of appropriate gifts that are helpful for therapeutic work. Some suggestions might be:

- Journals (without a lock and key)
- Art Supplies
- Homemade baked goods (will be shared)
- Stationary
- Special pens or pencils
- Autograph books (to collect signatures of classmates)
- Positive books
- Cameras
- Picture drawn by a family member
- Story/poem written by family member
- Arts and Crafts materials

Socks and pillowcases with special phrases or pictures are also nice.

Please remember that these gifts are for birthdays or holidays only. If you wish to send something not listed that you feel may be appropriate, please feel free to ask us.

Confidentiality

Reflections Academy recognizes the right of all students and families participating in the program to confidentiality surrounding their placement and treatment. All Reflections Academy employees will have been trained in this issue and will have signed a confidentiality statement prior to employment. These statements will be kept in their employee files at Reflections Academy. We further certify and attest that our employees may not disclose any information to the public regarding the following:

- Any information in any student's personal file.
- The identity of your child (or family) at Reflections Academy
- The identity of any former students (or families)

Reflection Academy hereby certifies that only the parent or guardian can give permission to disclose any information concerning your child's status as a student, and that such permission must be given in writing. Your child may, at times, talk to or take photos of the other students at Reflections. It is not appropriate to ask their name or share the photos with any other people. You may not disclose personal information regarding information about others unless that person has granted you that authority in writing.

Coming Home

It is recommended that you avoid talking to your child about coming home. It is advised that a date never be given of when she is coming home, because all progress at Reflections Academy will stop. Reflections Academy is results oriented not time oriented. When the students have a pattern of positive outcome in their lives the family and clinical teamwork together to develop a home contract. This occurs when the student achieves and maintains level 4 (internalized). Reflections Academy does provide after-care coaching for a fee. The coach will work to support the family with living by their declared values and contract.

Student Billing Account

The tuition covers a majority of the student's expenses, however there are some items that will incur an additional cost. If a student needs intensive supervision because of a serious illness (goes to the hospital and the staff must stay with the student) or if the student runs away, then special staffing would be in order. Basically special staffing is when a student needs beyond the normal care provided by the program and is not accounted for in the regular budget.

This cost will be billed to you in a monthly bill. This will be billed separately from the tuition. Some months you would not receive a bill. Other months you would be charged for such things as parent workshop fees; summer special programs that are set up for the students such as rock climbing and rafting; and other activities such as square dancing, and attendance at a special activity such as a football/basketball game, horseback riding, etc. Some of these expenses are a required part of the program, others parts are optional. Letters are sent out during the year explaining any of these expenses. Skiing, if you allow your child to participate, is paid by credit/debit card. Some of the expenses for special events have to be paid in part or whole by check. This is why we have this special billing account.

Debit and Credit Cards

Students are required to have one debit or credit card with at least \$500 to \$1000 on them. The student's individual cards are locked in a safe. They are used by staff when the students go for a meal as a special activity. They are used once a month to purchase needed items such as hygiene products. The upper levels are allowed to purchase one snack or drink per week as a special privilege. The students make out a purchase order for these items. The cards may also be use to pay a co-pay for a medical appointment. You can set up the card with the ability to review the charges. Any request out of the ordinary will be brought to your attention for your guidance and approval. If you have any questions about the special account or credit card charges, please call the office for clarification.

Visits

Generally the students are up at 6:00 AM and ready for the day by 8:00 AM. They go to bed at 9:00 PM for lower levels and by 9:45 PM for upper levels. Staff can be settling down for the night by 10:00 PM. It is for this reason that we ask that the students depart and return to the lodge no early than 8:00 AM, and that they get picked up or dropped off by 8:30 PM.

We do realize that there are occasions when things may end up being earlier or later than these time frames. It will be important that you communicate exactly what time your child will be picked up from or return to the facility. However, we need to let you know that if your teen is picked up or returns in the middle of the night, there will be a charge for keeping up or waking up the staff during their off sleeping hours. We just wanted to make this clear to everyone as to when are the appropriate hours for arrival and departure and that a possible charge could occur for very off hours when arriving or departing.

When planning for a visit, it is important to follow these steps. You can discuss the plans with your family therapists then make a formal request to the director by email. This request will be taken too clinical to be reviewed. Then you will be notified as to the clinical team's decision. Basically, the plan is devised by both the team and the parents. After the plan is finalized, make sure the director knows the exact details of the visit as far as the dates, time of pick up/drop off, the location, and itinerary if applicable. Finally, enjoy your visit.

Student Rights and Responsibilities

Students Rights are as follows: The student has the right to:

- receive care and services, including educational services within the program's capacity, mission, and applicable laws, and regulations.
- be free from discrimination.
- a safe environment with a respect of human dignity.
- have handled discreetly any information and records of the students and families.
- a description of communication/visitation policies, which includes the right freely send and receive communication to people deemed appropriately by parents/guardians and under the guidelines of Reflections Academy's guidelines.
- a clearly outlined procedure for grievance, which protects the rights to receive fair and equitable treatment in regards in the policies and procedures of the program. This shall include a prohibition on retaliation against a youth for submitting such a complaint.
- be allowed to report abuse under the guidelines of the law and provided through a process outlined in Reflections Academy's policies.
- be aware of the limitations that are necessary for the program to maintain a contraband free environment , including the types of searches that are allowed in the program and the training the staff receives to conduct the searches.
- be free from corporal punishment or the inflection of pain as a disciplinary measure.
- have a student handbook.
- request and receive health care services.
- be allowed to review your personal therapeutic records under the guidance of therapist
- a diet that is nutritionally sufficient.
- be allowed to participate in expression of faith in accordance with the Reflections Academy's program.

Student Responsibilities are as follows:

The students have the following responsibilities to:

- provide to the best of their knowledge, accurate and complete information about present problems, past and other matters relating to their care and education.
- protect of the privacy of information.
- participate in the implementation of their education and behavior plan.
- follow the rules of the program affecting their care and conduct.
- be responsible for their consequences as a result of the choices made.
- be considerate of others – students, staff, and visitors.
- be considerate of the property of others and of Reflections Academy.
- be responsible for personal belongings.
- complete the duties and assignments as directed by the program, staff, and school.
- not to withhold important information that would affect the Reflections Academy community, the school community or any individual.

Reflections Academy

A Christian personal growth program for teens

Date: _____

Person filling out application:

Name: _____

Relationship: _____

Desired Length of Stay: (Please Circle number of months) 12 18 24 other _____

Child's Information:

Child's name: _____

Age: _____ DOB: _____ Adopted? Yes or No (circle one)

Child's SS# _____ Child lives with? _____

Does your child know about and/or that she is being considered for RA?
Yes or No (circle one)

Mother's Information:

Mother's Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (____) _____

Work Phone (____) _____

Cell Phone (____) _____

E-Mail: _____

Occupation: _____

Marital Status: Married – Divorced – Re-married - Widow

If re-married please supply information:

Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (_____) _____

Work Phone (_____) _____

Cell Phone (_____) _____

E-Mail: _____

Occupation: _____

How long re-married? _____

Father's Information:

Father's Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (_____) _____

Work Phone (_____) _____

Cell Phone (_____) _____

E-Mail: _____

Occupation: _____

Marital Status: Married – Divorced – Re-married - Widow

If re-married please supply information:

Marital Status: Married – Divorced – Re-married - Widow

If re-married please supply information:

Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (____) _____

Work Phone (____) _____

Cell Phone (____) _____

E-Mail: _____

Occupation: _____

How long re-married? _____

Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Home Phone (____) _____

Work Phone (____) _____

Cell Phone (____) _____

E-Mail: _____

Occupation: _____

How long re-married? _____

If parents are divorced or separated, both parents must fill out and sign the application.

***** Please attach copy of court custody papers if parents are divorced or separated*****

IMMEDIATE FAMILY MEMBERS

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does
the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Sibling's Name: _____ Date of Birth: _____

Sex: _____ Biological/Step If deceased, date of death: _____ with whom does
the sibling live? _____

Please briefly describe the relationship between the sibling and the potential student:

Referral Source:

Name: _____ Phone (____) _____

Financial Source:

Name _____ Phone (____) _____

Address _____

City _____ State _____ Zip _____

In Case of Emergency Contact:

Name _____ Relationship _____

Address _____ Phone (____) _____

City _____ State _____

Zip _____

Please describe your child's strengths: _____

Please describe your child's weaknesses: _____

Admitting Circumstances: _____

EDUCATIONAL INFORMATION:

Where does your child currently attend school? _____

Grade _____ Phone (____) _____

Address City State Zip: _____

Does your child have any learning disabilities that she receives support for in school? Yes
No

Explain: _____

Has your child ever experienced any of the following from the school system?

Please list dates.

Held back _____

Promoted up a grade _____

Suspended _____

Expelled _____

Does your child have any relationship with her
teachers? Yes/No _____ No _____

Explain: _____

Please describe your child's strengths:

Please describe your child's weaknesses:

Admitting Circumstances: _____

DEVELOPMENTAL HISTORY:

Please describe your pregnancy or whatever information you may have about the birth mom if applicable. (Prenatal, Postnatal in terms of complications, drug/alcohol use, accidents, medications, attitude regarding being pregnant.)

Was the child premature? Yes No

Did the child in some way seem different from birth or at a very early age? Yes No

Describe: _____

What illness did the child have during the first year of life?

- ☐ None
☐ Healthy baby ☐ Sickly baby
☐ Convulsions ☐ Accidents/falls
☐ Infections ☐ Colds
☐ Pneumonia ☐ Flu
☐ High fevers, up to ____
☐ Broken Bones: ____
☐ other: _____

Did your child reach developmental milestones (rolling over, crawling, walking, talking, and potty training) at appropriate ages: Yes ☐ No ☐ If no, describe? _____

Did your child experience any developmental problems as she has aged? Yes No ☐ If yes, describe: _____

Enuresis/Encopresis: (Bedwetting, urinating or defecating in places other than the toilet) Yes No ☐ If yes, describe: _____

Eating Patterns/Problems/Nutritional Issues: Appetite: _____

Food, medication and any other allergies: _____

Sleep Patterns :(Past and present, nightmares, difficulty falling asleep, staying asleep, early rising, difficulty waking up, etc) _____

Average hours sleep per night: ____

Does she feel/seem rested during the day? Yes No

Has your daughter ever been sexually abused or molested? Yes No If yes, please indicate age and impact of abuse: _____

Traumas: (accidents, illnesses, broken bones, hospitalizations, allergies, witness to abuse, etc)

Sexual Development: (Sexually active, birth control, protection, STDs, sexual orientation, etc.)

BEHAVIORIAL INFORMATION:

Does your daughter have any of the following behaviors or history of such behaviors?

Please explain each one.

Fears/Obsessions/Compulsive behaviors: _____ Fire Setting:

Cruelty to animals/small children: _____

Runaway/Sneaking out behavior: _____

Destructive Behavior (Property destruction/vandalism/etc.): Aggressive/Violent behavior towards others (adults, peers, verbal/physical):

Delusions and/or Psychotic Behaviors: _____ Self-

Harmful Behaviors (cutting, self-esteem, suicidal threats/attempts, eating habits):

Impact of Medical conditions on child's behavior/ emotion's, socially, etc. (past/current):

Any formal Diagnosis (Please attach any psychological reports)

Prescribed _____ Medications:

Previous _____ Discontinued _____ Medications:

Attitude towards taking prescribed medications:

Student History

A surprising number of what are considered "normal" children may exhibit some of the behaviors and characteristics in an attempt to create an image and are not indicative of any serious psychological problems. Any comment you may have on these would be beneficial in our work with your child.

Please check all that apply to your child.

Accident-prone

Alcohol use

Aggression towards others

Alienation from parent/s

Anxiety

Blacks out Bedwetting

Blames others

Bullies

Basically unhappy

Binges and/or purges

Car theft

Cutting on herself

Cruelty to pets or animals

Cries easily or often complains a lot

Defiant

Destroys property

Difficult to control
Dishonest
Dare Devil Behavior
Depressed mood
Denies mistakes
Denies mistakes
Does not like being touched
Drug use
Easily frightened
Excitable Frustrated easily
Fire setting
Gang involvement
Irritable
Impulsive
Intimidated by others
Internet addiction
Isolates
Lack of motivation
Lack of remorse Lies
Manipulative
Manipulated easily by others
Mood swings
Overeats
Obnoxious
Panic Attacks
Poor concentration or attention span
Poor hygiene
Phobias
Physical violence
Quarrelsome
Rage attacks
Starves herself
Suicide threats
Suicide attempts
School failure
Sexually acting out
Sexual identity issues
Seeks attention
Sneaky and/or deceptive
Shy or timid
Strange thoughts
Sleep disturbances
Theft
Threatens others
Temper tantrums
Vandalism
Verbally abusive
Violence
Withdrawn
Weapons

SOCIAL ATMOSPHERE:

Please describe your families and your daughter's home life: _____

Environment at Home (Peaceful/Dangerous/Chaotic; has own room, community is rural, inner-city, suburb, is the community perceived as dangerous, what is the home like (apt, trailer, house, etc.) : _____

Ethnic and Cultural issues/biases: (heritage; geographical location; family identity; belief system; cultural traditions; special diet, issues of discrimination/prejudices; or any other needs): _____

Socioeconomic needs (Income level, level of need, hardships, stressors, value of money): _____

Religious/Spiritual issues (History of church affiliation; beliefs about God; special issues; knows the difference between right and wrong?): _____

PEERS:

How many best friends does your child have? _____

Are there any friends/acquaintances that she would try to contact in the Montana, Idaho area: If so, Please list their names: _____

Does your child make friends easily? Yes No Comments: _____

Is your child: a leader a follower both (circle one)_ Comments: _____

When with friends, what kinds of activities do the child/peers engage in? _____

If your child was to run away, who would she most likely contact? Please list name, location, and phone number. _____

Any family members who would interfere with your child's treatment by assisting her elope from the program, or send in contraband items that would jeopardize your child's progress:

Yes No

If Yes Please explain: _____

LEGAL STATUS:

Has your daughter ever been arrested? Yes No

What have been the legal ramifications of arrests? (Detention, probation, outpatient counseling, inpatient counseling, hospitalization, etc.): _____

List each of the charges that lead to arrests: _____

How many times: _____

Is your daughter currently on probation/parole? Yes No?

Yes If yes, indicate name of probation/parole officer: _____

SUBSTANCE ABUSE HISTORY:

When did your family first recognize your child problems with substance abuse?

Please describe the impact of your child's substance use/abuse on:

Family: _____

School: _____

Community: _____

Legal: _____

Does your child have her own paraphernalia? Yes No Explain: _____

What is her attitude towards recovery? _____

Please describe your child's substance use history as you know it:

Age of Onset Form of Use/ Progression

Alcohol: _____

Marijuana: _____

Tobacco: _____

Crack/Cocaine: _____

Heroin: _____

Ecstasy: Methamphetamines: Inhalants: Hallucinogens: Prescription Medications:

Have any of the following ever occurred in association with your child's substance use/abuse: Yes or No Detox

Blackouts Hallucinations Suicidal

Violence Accidents Social

Withdrawal Overdose

Description: _____

CLINICAL TREATMENT HISTORY

Please list all past facilities where your daughter has been placed outside of the home (i.e.: mental, hospitals, other outdoor therapy programs, other emotional growth programs, and/or attended AA/NA programs, outpatient therapists, psychologists, psychiatrists.) I/We authorize the release of information to be received and delivered via written or electronic communication to the contact at the facilities, or independent practitioners below:

Facility Name _____

Dates To/From _____

Contact Name _____

Facility/Professionals Phone: (_____) Type of Facility: _____

Reason for Placement: _____

Outcome of Placement: _____

Facility Name _____

Dates To/From _____

Contact Name _____

Facility/Professionals Phone: (_____) Type of Facility: _____

Reason for Placement: _____

Outcome of Placement: _____

Facility Name _____

Dates To/From _____

Contact Name _____

Facility/Professionals Phone: (_____) Type of Facility: _____

Reason for Placement: _____

Outcome of Placement: _____

Mother/Guardian Signature: _____ Date _____

Father/Guardian Signature: _____ Date _____

MEDICAL HISTORY

Please list any current health problems that may pose a problem with your child engaging in any outdoor therapy activities, or field trips. Please explain:

Has your child ever been hospitalized for any physical reasons? Yes __No____
Reason:

Please give dates of hospitalization/location/details for physical reasons:

Location(s): _____

Date(s): _____

Details: _____

Has your child had a tetanus inoculation within 10 years? Yes __ Date_No____

Is your child current on her vaccinations? Yes __No _____

Please attach a copy of your child's vaccination records

Child's Family Physician's Name: _____

Date of Last Exam_____

Phone: _____

Does your daughter wear glasses or contacts: Yes/No

Child's Optometrist Name: _____

Date of Last Eye Exam_____

Phone_____

Daughter's Dentist Name: _____

Date of Last Exam: _____

Phone_____

Is your daughter receiving treatment from an Orthodontist? Yes/No

Orthodontist Name_____

Phone_____

Daughter's Gynecologist Name: _____

Date of Last Exam_____

Phone_____

PARENT/LEGAL GUARDIANS EXPECTATIONS FOR TREATMENT

(What are your expectations concerning your child's experience at Reflections Academy)

1. _____

2. _____

3. _____

4. _____

5. _____

Discharge Planning:

What is the current plan for discharge once the child discharges from this program?

Has the child worked previously with an outpatient counselor? Yes _____ No _____ If yes, name of counselor: _____

Will the client continue to work with previous counselor once discharged? _ Will you need assistance in locating and scheduling discharge counseling? _____

Signature of:

Mother: _____ Date _____

Father: _____ Date _____

Daughter's Dentist Name: _____

Date of Last Exam: _____

Phone_____

Is your daughter receiving treatment from an Orthodontist? Yes/No

Orthodontist Name_____

Phone_____

Daughter's Gynecologist Name: _____

Date of Last Exam_____

Phone_____

PARENT/LEGAL GUARDIANS EXPECTATIONS FOR TREATMENT

(What are your expectations concerning your child's experience at Reflections Academy)

1. _____
2. _____
3. _____
4. _____
5. _____

Discharge Planning:

What is the current plan for discharge once the child discharges from this program?

Has the child worked previously with an outpatient counselor? Yes _____ No _____ If yes,
name of counselor: _____

Will the client continue to work with previous counselor once discharged? _ Will you
need assistance in locating and scheduling discharge counseling? _____

Signature of:

Mother: _____ Date _____

Father: _____ Date _____



Reflections Academy

REFLECTIONS ACADEMY, INC. ENROLLMENT CONTRACT

THIS AGREEMENT is made and entered into this ____ day of ____, 2016, by and between _____ (Parent/s or Guardian/s), and REFLECTIONS ACADEMY, INC., a Montana corporation ("Reflections").

- A. Reflections runs a counseling and treatment program for troubled teens (the "Program").
- B. Parent/guardian desires to enroll _____ (Student) in the Program.

NOW, THEREFORE, for good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, the parties agree as follows:

1. **Release.** Parent/Guardian agrees to indemnify, release and hold harmless Reflections, its officers, agents and employees from and against any and all claims, damages, losses and causes of action, whether known or unknown, fixed or contingent, that in any way arise out of, are connected with, or relate to the Student's enrollment in the Program, and any costs and attorney fees incurred by Reflections. This release shall also be construed as a waiver and a covenant not to sue.

2. **Consent to Treatment.** Parent/Guardian hereby consent to giving Reflections the following powers with respect to the Student:

- a. The power to seek appropriate medical/dental treatment or attention on behalf of the Student as may be required by circumstances, including, but not limited to, medical doctor and/or hospital visits.
- b. The power to authorize treatment or medical procedures in an emergency situation.
- c. The power to make appropriate decisions regarding clothing, bodily nourishment, medication and shelter.
- d. The power to implement appropriate therapeutic and behavioral interventions as may be required by circumstances.
- e. The power to enroll the Student into educational services, as deemed appropriate to the Student's needs.

- f. The power to sign releases for information and school activities.
- g. The power to transport Student to services as required for treatment.
- h. The power to provide drug testing.
- i. The power to search the personal effects and the person of the Student.
- j. The power to confiscate any and all items deemed by Reflections as contraband.
- k. The power to photograph, record or create artistic facsimiles of the Student and their writings for commercial purposes.

3. **Religion.** Reflections agrees to allow the Student to attend a Christian church and to study Christian beliefs and principles according to the Bible.

4. **Responsibility for Loss of Student's Property:** Parent or Guardian agrees to hold harmless and release Reflections and its staff from all liability associated with loss or damage of the Student's property.

5. **Responsibility for Illness, Injuries or Accidents:** Parent or Guardian shall indemnify and hold harmless and release Reflections from injuries, illness or other damages occurring to the Student during the term of enrollment including, but not limited to, any illness, injuries or accidents resulting from Student taking part in the Program and activities of the Program.

Parent or Guardian hereby gives consent and authorizes the Program to utilize reasonable physical force or physically restrain, control and detain the Student for and including, but not limited to the following purpose; to protect the Student, to protect Reflections' staff and other students from physical injury, or threat of injury by a Student. ***Reflections is not a lockdown facility and physical restraint will not be intended for use in preventing a student from leaving the premises without authorization or running away. However, if Reflections staff recognizes that a student is attempting to leave the premises without authorization or running away and believes that the student's conduct endangers her own physical well-being or that of others; physical restraint may be applied according to this policy to stop the dangerous conduct. But, physical restraint will not be continuously applied as a means of preventing a student from running away.***

6. **Tuition:** Reflections tuition is nonrefundable under any circumstances and is paid quarterly on the first of the month. When the tuition is paid, the commitment is made. Will the Student leave the Program for any reason, the tuition will not be refunded. Tuition may be increased with a thirty (30) day notice. Tuition fees cover the cost of residential boarding program, academic instructor, therapy and transportation for entire group activities and transportation to most routine services and projects. It does not cover medical expenses, special testing, clothing, incidentals, college courses, skiing/snowboarding and individual equipment or transportation that is unique to an individual Student and is not routine. A minimum thirty (30) day written notice of intent to withdraw a Student is required. This notice must be delivered via an email.

7. **Student Expenses:** Parent or Guardian agrees to pay the following expenses with respect to the Student:

a. Recreation activities, medical and dental expenses incurred by the Student.

b. **Additional Costs and Expenses:** In addition to the above tuition payment and certain Student expenses, the Parent or Guardian agrees to pay for the following expenses of the Student: an application fee, respite care and transportation to and from the airport, damages to the Reflections' equipment, property or facilities. Additionally, charges may be incurred for excessive drug testing, special events, and extracurricular activities. Students will be assessed additional charges for special or extraordinary transportation needs, one-to-one staffing, crisis intervention, special consulting, special tutoring, special lessons and specialized care.

8. **Early Enrollment Termination: Liquidation Damages:** Parent or Guardian agrees to the following provisions regarding early enrollment termination.

a. Termination by Program. The Program reserves the right to terminate this contract at any time due to illness, uncontrollable, or dangerous actions by the Student. Unreported or previously unknown medical conditions, prior injuries, or for any other reason whatsoever deemed necessary by the Program. In the event of such termination by the Program, Parent or Guardian shall not be entitled to a refund of tuition.

b. Withdrawal by Parent or Guardian. In the event that Parent or Guardian withdraws the Student prior to the expiration of the term of Student's enrollment, the Parent or Guardian shall not be entitled to a refund of any fee. Non refund of tuition is not considered by either party to this Contract as a penalty for early withdrawal of the Student. Instead, because of the cost amounts of such items as staff salaries, incurred debt reduction, staff schedules, inventories, operating expenses, etc., are so difficult or impossible to estimate, the policy of nonrefundable tuition appears to each of the parties as a reasonable estimate of the Program's losses (i.e. liquidation damages associated with early withdrawal of the student.)

9. **Governing Law:** This agreement shall be construed in accordance with and governed by the law of the State of Montana, without regard to the conflicts of law rules of such state.

a. **Jurisdiction.** Any action or proceeding seeking to enforce any provision of, or based on any right arising out of, this Agreement may be brought against any of the parties in Montana Twentieth Judicial District Court in and for Sanders County, and each of the parties hereby consents to the jurisdiction of such courts (and the appropriate appellate courts) in any such action or proceeding and waives any objection to venue laid therein. Process in any such action or proceeding may be served on any party anywhere in the world, whether within or without the State of Montana.

Reflections Academy
Date _____

Reflections Academy

Student Handbook

Reflections Academy Mission Statement:

Our Mission is:

To empower adolescent teens to uphold high standards of character, academic achievement, physical fitness, and spiritual values in order to become valuable members of their families and society.

Our Purpose as a Family is:

To create a support system based on a safe environment of effective communication, respect, a place to be vulnerable and free of judgment where unconditional love, positivity, and honesty are the foundations of our sisterhood.

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian's desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student will include the program's name, Reflections Academy, along with the student's name.

Email

Students usually will send parents and email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

Packages

Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it will be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

Weekly phone calls are generally with a therapist, the student, and her parents/guardian. For the first few weeks the phone call procedure will be amended with the guidance of the clinical team. The phone calls are generally limited to the parents/guardian. Additional phone calls may occur under supervision of a therapist or staff for a specific purpose. Level four students will be able to get two phone calls a week.

The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can't keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

Parents will have a periodic update on their daughter's progress by the administration and/or the therapists. Parents are welcome to call or email concerns/questions at any time. Emailing is encouraged because it will be the fastest way to get a reply. Parents can discuss specific academic progress with the academic department.

Visits

Reflection Academy program does include times for visitation (on/off campus and at student's home). This is considered a key component of the program. Depending on the students' needs, they may go off campus during the day or overnight. The final plans will be made by the parents/guardian and the clinical team. All persons will conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student will sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians will contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians will be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy

At the time of the enrollment the student and parent will be informed of this Communication Policy.

Medication Management and Availability of Care Reflections Academy is not a medical facility, and so assistance with medication dispersal is supervisory only, since parents/legal guardians are not present. (Refer to enrollment agreement.) Reflections Academy is not intended to provide a treatment service.

The assistance Reflections Academy provides is with parental permission only and is limited to the transportation of prescription medication from a local licensed pharmacy, medication storage, and dispersal of medication to the student for supervised self-administration. Non-prescription can be purchased at a store or pharmacy.

The prescribing physician and dispensing pharmacy retain the primary responsibility for assessing the medication need, managing prescription process, ensuring correct directions and dosage, educating the client and parents about the medication, and properly packaging the medication with the appropriate labels.

When any change in the medication that is prescribed is made by the physician, Reflections Academy will notify the parents within 24 hours that a change has been made, and direct the parents to converse with the doctor. The staff will follow the directions of the physician who prescribed the medication. If there are any issues regarding the dosage, kind of medication given, or whether it will be taken, then this shall be directly handled between the physician and parents. The staff shall follow the final decision provided by the doctor.

Non-prescription medications may be dispensed to the student for self-administration with written permission for such dispersal from the parent/guardian. Non-prescription medications will be dispensed from the original container according to the instructions.

The medication storage unit will be locked, and when in use it will be supervised by staff. A record in a medication log will be kept for each student regarding when they took medications and what medications were taken. If the student refuses to take the medication, this will also be indicated. Then the administration will notify the parents and together the parents and the program will notify the prescribing physician regarding this issue.

When the students are taking the medication, they will be shown the medication and will be allowed to procure the prescribed dosage. The staff will observe as the students place the medication in their mouth, drink the water, and open their mouth to show the staff that the medication was taken. The student will then cough/whistle and eat two crackers. If a student refuses to take the medication, her therapist will be informed as well as the parents/guardians, and then the proper arrangements will be made to take care of the situation as needed. If necessary, the proper medical advice will be sought and followed. The disposal of unused or expired medication will be under the direction of the local licensed physician or pharmacy.

The parents of the students will work with the therapists in order to secure mental health care. The therapists will work closely with Reflection's staff including them in the treatment plan and goals when appropriate.

Reflections Academy has many medical health professionals available in Thompson Falls and other nearby communities in Montana. There are doctors, a dentists, eye doctors, pharmacologists, and physical therapists. There is a local ambulance service and a nearby hospital 30 miles away.

Grievance Procedure

If a student has a grievance or complaint, she is first encouraged to problem solve that difference directly with the staff/student member(s) involved. If this does not or cannot resolve the problem, then the person will fill out a grievance form, which is reviewed by a neutral staff that is assigned this responsibility. This staff will investigate and make a decision regarding this grievance. If the student is not satisfied with the response, she may appeal the decision. The appeal would be reviewed by the administration committee. Students and staff may not retaliate against a student who submits a complaint.

Behavior Management

Reflections Academy works to assist students to understand what they do to create choices in their lives, and that there are implications because of these choices.

Reflections helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action she may be rewarded. When she makes a non-working decision or action, she will receive a consequence.

Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning process and a necessary part of the supervision and control of the students. Its duration will be only as long as needed for the lessons to be learned. Positive constructive measures will be used to maintain standards.

When a student arrives on campus, the student will be provided with a handbook, which includes her rights and responsibilities along with the rules of the lodge, and Reflections Academy's procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider change), initial (beginning to make choices that involve change), and internalized (consistently responding in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, goal sheets, and their therapist's input are all important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the teen's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action will be created for each student and will be

regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a student first comes to Reflections Academy they are not on a level but rather a “Little Sister”. A new student will stay with Big Sister/ for at least two weeks (could be longer) helping with the Big Sister’s chores. They will stay with her Big Sister and learn the routine. During this time the Little Sister is mentored by the Big Sister to learn how to live in their new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list, wear make up (girls) and uniforms (blue shirts, fleeces, jackets, and beige pants), have weekly phone calls, view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes on campus, can go into the other bedrooms (to provide support), spend some money on snacks, watch one approved TV show a week, and go on the school related shopping trips. Level four wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no make up and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

When the students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude, positive staff/peer interaction, and leadership. The student must give the clinical team one week’s notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. The student will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, she will be told what needs to be the focus point of her program.

Discipline

Honor Code and Citizenship Violations

The Honor Code is a set of rules and principles based on the beliefs of Reflections as to what constitutes honorable behavior within a community. These beliefs are in alignment with Judeo-Christian principles. Those who are in violation of the honor code can be subjected to various consequences for those actions.

There are Citizenship Violations, which involve the day-to-day choices (i.e., clean up, dress code, late to bed, etc.) resulting in loss of privileges and/or earning of appropriate consequences. The Honor Code violations focus on behaviors that can be a struggle for the students at Reflections Academy. The behaviors regarding tobacco, drugs and/or alcohol, hazing, and/or harassment, major dishonesty/stealing, illegal items, inappropriate sexual relations, vandalism, and insubordination.

The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

A probationary period could involve having a buddy for a period of time, limited access around the campus, limit choices during free time, additional activities deemed appropriate for the situation, and extra therapy/tutoring. The goal is to support the student in personal growth.

Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence will be appropriate to the situation and matter to the student as a deterrent. The consequence will be provided as close as possible to the time when the violation occurred. The student will be notified as to the reason for the consequence. The least restrictive method of procedures will be implemented in order to provide safety for all parties concerned.

The consequence will not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline will not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Students will not administer discipline to another student. Medication will not be used as a form of discipline or as a substitute for appropriate treatment services. Students will not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures will be supervised by staff.

Peer Review Committee

The peer review committee involves staff and fellow students (level three and four), who are brought together to provide a positive approach in developing the student's sense of accountability, responsibility, and self-esteem. The peer review committee dedicates time and service in assisting the staff to support the students who have broken the honor code. The committee meets as needed to review the honor code violations and to apply solutions and consequences to help maintain the structure of Reflections Academy as a whole and the integrity of each student in its care. This committee helps to define the natural/logical solutions that are created from the non-working choices that a student makes. (The solutions are defined in the next section.) The peer review committee also confers in regards to how to support a student who wishes to vote up. They take other requests from the rest of the student body (i.e., suggestions for an activity, a request for a rule change, etc.) and bring these issues to the clinical team. The experience of sitting on the committee provides the students with valuable experiences that can be an exceptional asset to many future endeavors later in life.

Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the *challenge*. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, she could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is *engagement*. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student.

Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences will move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

The *evaluation* occurs on several fronts. The students who broke the code do an evaluation of the progress made during their daily routine. It is also done by the staff and the peer review committee. The peer review committee and the staff review their own work as to the level of effectiveness in supporting the students.

Intervention Experiential Learning

Intervention experiential learning is organized learning that is a customized designed process, whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives. The amount of time students spend in the experience depends partly on the individual student's level of commitment to their own personal accountability, motivation, and growth. The staff and the peer review will help the student define experiential learning that would provide the best benefit. It is believed that this learning could mark the beginning of reciprocal changes and new developments for the student.

The experiences are developed to create opportunities to allow the student to see how they can create choices in their lives, and that there are implications to these choices. During these learning experiences they are given the opportunity to take action, realizing they are freely making the decisions, and then they accept the responsibility for the choices made as well as the consequences.

Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty leading might be asked to take a leadership role for a certain activity. Another example could be a role- playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing deescalate techniques when a student is upset. Passive physical restraining will not be used unless an individual student, students, or staff is in imminent physical danger. The restraint will be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric condition as well as the personal history of the student. The restraint will be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved will complete an incident report. Members of the administration will be notified immediately, so that future preventative measures can be put in place. The student's therapist will also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student will be informed and

kept up-to-date on the progress of their daughter in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training will be documented and acknowledged in writing by the staff at the time of the training.

Grievance Form

Name: _____ Date: _____

Describe the situation: _____

What do you think the solution will be to solve the situation?

Staff and Administration Decision:

Action Request Form

Name: _____ Date: _____

The action I would like to see is _____

Important dates to consider: _____

Administration comments: _____

Uncooperative Behavior

Student Name: _____

Date of behavior: _____

_____ **Non-compliant/Poor Behavior**

_____ **Uncooperative with chores**

_____ **Refusal**

_____ **Other**

Incident:

I acknowledge receipt of this document.

Student's Signature

Date

Reflections Academy Goals

Name_____ Date_____

Goals (need to specified and measurable) Academic:

Physical: Emotional/Social:

Spiritual:

Rating scale: 5=100%, 4=80% mostly complete (internalized), 3=65% inconsistent (initial), 2=50% half-complete (open), 1=10% barely complete (resistant), 0=0% not done

Completion of goals – write number – if not a 5 explain why – if 5 explain how

Academic: Student_____Staff_____

Physical: Student_____Staff_____

Emotional: Student_____Staff_____

Spiritual: Student_____Staff_____ **Results**

Measured – write number – if not 5 explain why Wake up:

Student_____Staff_____ Inspection:

Student_____Staff_____ Chores:

Student_____Staff_____

Overall effort/attitude: Student_____Staff_____

People I chose to be with generally during the day: Student_____Staff_____

Shut down: Student_____Staff_____

Staff feedback:

Vote Up Sheet

Name _____ Date ____

I wish to vote up to Level _____, which is _____. I have done the following work to achieve this level:

the following work to achieve this level:

The following people support my consideration in regards to voting up:

Teacher _____

Therapist _____

Staff

Staff

Staff

Staff

- If the staff puts a star after their signature it means that they do not support you for the level at this time- but they want you to get the experience that vote ups offer and the feedback that is part of this process.

Student Rights and Responsibilities

Students Rights are as follows:

The student has the right to:

- receive care and services, including educational services within the program's capacity, mission, and applicable laws, and regulations.
- be free from discrimination.
- a safe environment with a respect of human dignity.
- have handled discreetly any information and records of the students and families.
- a description of communication/visitation policies, which includes the right to freely send and receive communication to people deemed appropriately by parents/guardians and under the guidelines of Reflections Academy's guidelines.
- a clearly outlined procedure for grievance, which protects the rights to receive fair and equitable treatment in regards in the policies and procedures of the program. This shall include a prohibition on retaliation against a youth for submitting such a complaint.
- be allowed to report abuse under the guidelines of the law and provided through a process outlined in Reflections Academy's policies.
- be aware of the limitations that are necessary for the program to maintain a contraband free environment, including the types of searches that are allowed in the program and the training the staff receives to conduct the searches.
- be free from corporal punishment or the infliction of pain as a disciplinary measure.
- have a student handbook.
- request and receive health care services.
- a diet that is nutritionally sufficient.
- be allowed to participate in expression of faith in accordance with the Reflections Academy program.

Student Responsibilities are as follows:

The students have the following responsibilities to:

- provide to the best of their knowledge, accurate and complete information about present problems, past and other matters relating to their care and education.
- protect of the privacy of information.
- participate in the implementation of their education and behavior plan.
- follow the rules of the program affecting their care and conduct.
- be responsible for their consequences as a result of the choices made.
- be considerate of others – students, staff, and visitors.
- be considerate of the property of others and of Reflections Academy.
- be responsible for personal belongings.
- complete the duties and assignments as directed by the program, staff, and school.
- not to withhold important information that would affect the Reflections Academy community, the school community or any individual.

I have read these rights/responsibilities, asked questions for clarification if needed, and accepted these statements as set forth in this document.

Student: _____

Date: _____

Staff: _____ Date: _____

Internet Policy

Acceptable internet use policy –

Use of the internet by students of Reflections Academy is permitted and encouraged where such use supports the goals and objectives of **education**.

However, Reflections Academy has a policy for the use of the Internet whereby students must ensure that they:

- Use the account in support of education and research and consistent with the educational objectives of Reflections Academy
- Use the Internet in an acceptable way
- Do not create unnecessary risk to the school by their misuse of the internet

Unacceptable behavior

In particular the following is deemed unacceptable use or behavior by students:

- Visiting internet sites that contain obscene, hateful, pornographic, therapeutically inappropriate or otherwise illegal material (no searching friends from home, mapping your house, school or anything you think that I would not approve) **WHEN IN DOUBT, ASK.**
- Giving another student access to your password or logging on for them to get information through you.
- Using the computer to perpetrate any form of fraud, or software, film or music piracy
- Using the internet to send offensive or harassing material to other users
- Downloading software or any copyrighted materials belonging to third parties like pictures, music, videos
- Hacking into unauthorized areas
- Joining in blogs, chats, or use of email unless given explicit permission by Reflections Academy staff.
- Undertaking deliberate activities that waste networked resources
- Introducing any form of malicious software into the corporate network
- Access to social networking sites such as but not limited to Face book, and others.

Monitoring

Reflections Academy accepts that the use of the Internet is a valuable business tool. However, misuse of this facility can have a negative impact upon productivity and the reputation of the school.

In addition, all of the company's internet-related resources are provided for education purposes. Therefore, the company maintains the right to monitor the volume of Internet and network traffic, together with the internet sites visited. The specific content of any transaction will be monitored for suspicion and improper use.

Sanctions

Where it is believed that a student has failed to comply with this policy, they will face the Reflections Academy disciplinary procedure.

First Offence: Student will lose their computer privileges for 2 weeks (school work or not)

Second Offence: Student will lose their computer privileges for 1 month and be put on the white board.

Third Offence: Student will lose their computer privileges until Clinical/Administration Team deems it appropriate, and any other consequences that may be imposed by the Clinical/Administration Team.

Student

Date

Students please read and initial each rule and sign below:

Animals

The **only dogs** allowed in the facility are approved by the clinical team: Staff and parents on a visit may bring a dog on the premises, only after the dog has been approved by the clinical team. Owner will provide a copy of vaccinations to the administration.

Behavior Management

Drawing on yourself: If you are a present cutter or recently recovering, you may draw 1 butterfly on your wrist or arm. No one else will draw on themselves unless given permission from clinical team.

Wake up: Students will be downstairs by 6:45am Monday thru Friday, with the following done: brush teeth, wash face, make bed, etc. You can choose when you wake up between 6:00am and 6:45am. Be mindful of shower time, laundry day, breakfast crew, vacuum day, etc.

Whereabouts: Direct-care staff will know where you are at all times.

Off-campus: No one will go off the campus at any time without the supervision of staff.

Behavior: Students will be courteous and considerate at all times.

Behavior: Crude actions or abrasive language (cursing, yelling, blowing up and throwing a fit, etc) will result in a consequence.

Refusal: Students who continue to refuse to work with the policies of the program may lose some or all privileges and drop a level.

Bubble Space: You will have a bubble around you; no one is to break it. Such as:

- Cuddling on the bus or on the couch.
- Excessive hugging & touching, massage, playing with hair
- Scratching others' backs & popping pimples

Shopping: Shopping will not be done without the permission of the administration. This includes snacks, soda, and Starbucks. Personal hygiene items can be obtained from your parents. Reflections may assist you in obtaining these items. You may make a monthly approved purchase by filling out a purchase order. You will only purchase necessities during your assigned week to purchase.

Destruction of Property: Destruction of property will not be tolerated, you will have a consequence if you destroy property of Reflections Academy.

Swept Items: If you leave your personal items (books, notebooks, sweaters etc.), they will be swept and given back eventually- you will receive
3 hills for every swept item.

Going upstairs: You will ask staff to go upstairs, and you will take a buddy (upper level).

All set for the day: There will be no going upstairs after breakfast, you will get ready upstairs and you will come down with what you need for the day.

Staff shopping: There will be no "staff shopping", if you staff shop you will get a write up, or a consequence determined by the staff.

Locking doors: You will not lock doors in the house.

War Story-ing: Glorifying past substance abuse and other negative attitudes/behaviors/experience will not be tolerated. We call this war story-ing and if found war story-ing you will be give a consequence.

Confidentiality: Everything that is said in the facility stays in there. This is called confidentiality and will be maintained at all times. You will not talk with others outside of this program about others student's lives or what they've done here, etc. For more details ask someone in administration.

Stealing and/or borrowing: is not acceptable. If you steal or borrow other student's belongings, or belongings from the house, there will be consequences.

Fireplaces/Air conditioner/Heaters: Controlling these items is to be done by the staff.

Lower level communication: When talking with a lower level the student's levels need to add up to 4 or more. Level ones can only talk to level 3 or 4. If a student is on the white board, they can only talk to a level 3 or 4.

Lower level on different floors: Lower levels will not be in the classroom or laundry room or upstairs without an upper level or staff present. (exceptions: morning chores.)

Sister Keeper: If you break a rule, you have one hour to do sister keeper and tell a staff.

- You will not just break a rule and do sister's keeper and not expect to get a consequence.
- In the case of cutting, you have 20 minutes instead of one hour.

On Hip: When a student is “on hip” with another student, they will only get “off hip” if it is approved by clinical team. The person responsible for the “Hip” will not pass the student off to another person without permission from a clinical member.

Living Room:

The Following rules will be followed:

- No blankets on couch
- No sitting on arms of couch or chairs (Seating can be determined by the staff if necessary)
- No walking on the furniture
- Staff will control the volume and programming of the T.V., Wii, and Music

Workout: Everyone will participate in daily workouts. Failure to participate will result in consequence.

Spitting: inappropriately is not allowed. If you need to spit, you need to go to an appropriate place.

Chores

Vacuuming: Your room will be vacuumed every day, if they are not, there will be consequence. Student takes turns and make a schedule in the room. On your vacuum day you are responsible for turning off the lights before 6:45am.

Individual chores: All chores will be completed in a timely manner and approved by the direct-care staff (see chore chart).

Laundry: Each resident will have an assigned laundry day. If you do not get it done and have it neatly put away by 6pm, you will have a consequence. You will use the machines correctly (correct amount of soap, and clean out lint filter after using the dryer each time) If there is lint at the

end of the day, the whole laundry group will get a consequence.

Laundry: When it is your laundry day and you do not have clean greens you will wear grays, unless you are an upper level. Your laundry will be taken downstairs first thing in the morning. The first load of laundry for the day will be uniforms. Your uniform will be worn by 10:00 am. Laundry/including rags will be done and put away by 6pm.

Laundry baskets: Will be labeled, and only dirty clothes will be in them. All pockets will be checked and emptied before putting them in the basket. If objects are found in clothes, or the washer, or the dryer, you will have consequences.

Washing Machine: Use only warm water and do not move machines or refrigerator (only staff can do this). Do not try to open machine when it is running. You are only allowed to wash laundry in the washer. When the washing machine is on self- clean, do not touch the door. Do not force the lid to the washing machine open. (Get assistance from the staff)

Communication

Telephone privileges: Each student will be assigned to a specific time to make family calls, and this will be done with a therapist.

Phone calls: will not be made outside of the lodge. The only calls that will be made are to parents or other people that the Clinical Team has approved. All student calls must be approved by the Clinical Team

Phone calls: will be terminated if the student is not respectful and cooperative.

Cell Phones: Will not be used by students.

Parent Letters: Students will write letters to parent(s) or guardian(s) and will have them on the flash drive by Wednesday at 11 o'clock in the morning.

Mail: Each student has a mailbox and will receive mail once it has been processed by administration. Mail is not given on the weekend; it will only be given on the weekdays.

Letters (email): will be checked and reviewed by administration. Any letters with use of inappropriate language or disrespect may be returned to the student.

Letters (incoming) from others: will have to be approved by parents/guardians and the Clinical Team. You will be given letters from others outside of your family only if approved and appropriate.

Packages: will be checked and only items that are deemed appropriate and/ or necessary will be given to the student by administration. The ones not approved will be placed in your suitcase in the barn.

Dress Code

Undergarments: Appropriate bras and panties will be worn daily.

Workout: In the winter only, you may wear gray crewnecks under your workout shirt for workout time.

Sleeping: You will wear clothing to bed, you will not be sleeping naked. You will sleep with at least a cover/blanket over you.

Thongs: Thongs will not be allowed on campus.

Hats: There will be no hats worn inside the facility.

Fleece: May be worn in the house, but they will not be

worn at the table.

Shower time: When leaving the shower area to get dressed, you will be covered with a towel or robe. When showering you will take your clothes in the bathroom to get dressed. You will wear shower shoes while in the shower, no exceptions. After your shower all your belongings will be put away in the proper place. All hair will be removed from the shower.

Socks: will be worn at all times in the facility, and on every floor of the facility. You can wear slippers, but there will be no outdoor shoes are allowed inside the house.

Inappropriate clothing: There will be no bare midriffs or short shorts. Swimwear will be modest (tankinis or one piece). Upper levels and school girls can have one camisole or tank top. If your serving shirt is see through, you may have a tank top to wear under it.

Piercings: Pierced ears will be allowed to be worn by compliant residents, but other piercings may not be worn (No gauges, belly button rings,) One piercing in each ear is allowed.

Coats and Shoes: Hang your coat in your spot; put shoes and coat in your space neatly. Shoes will go in the boot trays when they are wet or muddy.

Jewelry: Jewelry that symbolizes drugs, death, or lewdness will not be allowed. There will be no piercing while at Reflections.

Hair: There will not be adverse hairstyles, including excessive color or cut.

Uniforms: Uniforms (polo shirt and khaki pants) are to be worn daily at the facility and off campus outings. Grays and workout clothes are appropriate for energy hours. You may put on comfy clothes after 6:00pm. The exception would be

Bible Study night.

Upper levels: It is a privilege for upper level students to wear acceptable street clothes in the facility. There will be no sweats or leggings; you will look nice.

Borrowing: There will be absolutely no borrowing of clothes unless you have permission from administration.

Level Four: may wear street clothes off campus as a privilege as long as it is appropriate.

Drugs

Drugs, Alcohol and Tobacco: There is a zero tolerance for drugs, alcohol, and tobacco while enrolled in the Reflections Academy program. Random testing will occur.

Medication: All medications are required by state law to be secured and self-administered with supervision of staff.

They will be kept under lock and key. No student is allowed to self-medicate or have any medication on them at any time.

Med time: When meds are called, students will be waiting for their name to be called. When the student is called by the staff, the student will follow the direction of the staff. There will be a mouth sweep, 2 crackers eaten and coughing to ensure there is no hiding of meds. You will sign the book after you've taken your meds. Refusal could result in a consequence. Make sure you look at the meds to ensure that they are the ones you will be taking. The period sheet will be signed every day during night meds.

Med time: When meds are being given, there will be only one student in the medication area at a time. No music played at this time, it needs to be quiet.

Sick Bed: You will be on sick bed if staff deems it necessary. You will be on for at least 24 hours. Use your own sleeping bag (or house bag) and your pillow. When off sick bed and no longer sick: Put sleeping bag in dryer for 10 minutes. Clean up sick bed area. When appropriate, mild foods will be eaten.

Smoking: is not allowed at any time. If a resident smells of smoke, a test may be given and the resident will have a consequences.

Activities

TV: There are designated times and events to watch. Level 3 and 4 have a TV show they can watch Monday or Thursday nights.

TV: While watching TV or a movie, students may make comments but will not hold side conversations.

Saturdays: are movie nights and everyone needs make sure the house is clean, and journals are signed before the movie begins. When the movie is over, everyone needs to clean up the living room and kitchen before going to bed. If this is not done, students will lose the privilege of watching the movie the following week.

Sundays: are spent at church and youth group. Monday night is usually Bible Study.

Church functions: During church service, youth group, and Bible studies, students need to be mindful of their manners. Level one students will not participate in the activities at youth group.

Hygiene

Hair color products: No hair color products are allowed. Hair coloring must be done professionally, and only with the permission of the parents and the Clinical/Administration Team.

Hand washing: Hands must be washed before every meal, after using the bathroom, and periodically during the day.

Shower: All students must shower their body every day and wash their hair at least three times a week. Hair must be neat and tidy. 20 minutes is allowed for shower time.

Face cleaning: All girls will remove makeup at night.

Deodorant: All students will wear deodorant.

Teeth: will be brushed every morning and night for 2 minutes.

Sharing: There will be no sharing of make-up product or personal items such as tooth brushes, towels, etc.

Hair in Showers: You will make sure the drain is clean from your hair or any other things after every shower. Failure to do so will result in consequence.

Nails: Polish is kept secure. When given polish and remover, you are in charge of it, meaning, don't let it out of your sight. You will return it to staff when you are finished.

Razors: are generally used on Mondays. Thursday is a possible extra time for upper levels. Tweezers are generally used at shower time and not by level ones. Tweezers are kept in med boxes.

Make-up and jewelry: are not allowed for level one. Jewelry of particular value will not be brought on

campus.

Journals

Journals: will be done every day and checked by staff by 6pm. Each student will be the only one writing in her journal. There will be no notes in journal or anyone else's writing or the journal can be taken by staff. There will be no loose-leaf papers in journals, or it can be taken by the staff and given to the clinical team.

Contact information: Students will not have addresses/ phone numbers kept in journals.

Notes: If there are notes or anyone else's writing in your journal, it will be taken by staff.

Meals and Kitchen

Kitchen crew: Only kitchen crew will be in the kitchen during preparation. Kitchen crew is assigned a specific date and time to be in the kitchen. Students in the kitchen will have their hair pulled back and wear a hair net. Hairnets are kept in a drawer with names on the bags. Everyone will have their own net. Students will always wash their hands before starting to prepare a meal.

Kitchen duties: All students on breakfast crew will be downstairs by 6:20am or 6:30pm depending on their breakfast day (bagel/cereal day 6:30, egg/waffle day 6:20.)

Meals: Meals are a family time. Breakfast, lunch, and dinner are prepared by students. Prayers are said before each meal.

Can opener: Only staff will be using the can opener.

Dishwasher: is turned on after every meal by staff or upper level. (Before turning it on, it will be checked to make sure it is loaded correctly)

Eating: Everyone will eat meals together. You are expected to come to the dining tables unless you are ill or in therapy.

Food: All food and drinks are kept and used only in the kitchen, dining area, or on the deck. (exception: approved snack with TV/movie time)

Snacks: Snack time is 10:00am. The student gets a snack from the snack box. Then at 4:30 the student gets a fruit.

Upper level Snacks/ Coffee / Tea: Upper levels get a snack from their bin once a day. They need to come to the pantry in a group (not one at a time) the pantry will only be opened once. Upper levels may have coffee, tea, or hot chocolate in the morning (come in one group). Upper levels will clean up their own mess (cups, spoons).

Sharing Food: You may not share food or drinks, (this includes upper level snacks, cereal, “store”).

Portions: Will be served under supervision of staff. Some students may be on portion control under staff supervision.

Excusing at meals: Students will wait until their entire table is finished eating, and then will ask to be excused by staff. Upper levels will supervise the rinsing of plates, bowls, cups, and silverware.

After meals: Students will not go into the bathroom until one hour after each meal.

Cleaning the kitchen: Counters, stove, floor, appliance, and all other areas will be wiped down and thoroughly cleaned by the kitchen crew.

Dishes: When dishes are put away, they will be completely dry. Paper plates and bowls will be used only with staff permission.

Honey: used for cereal – 3 second pour.

Therapy Room/Offices

Therapy: Do not touch the Desks. Do not interrupt session unless emergency. Students will not go into therapy room or offices without permission, and will not be in therapists' offices unless therapist is present.

New Students

Tables: Students will have assigned seats at the table.

New Students: will be on hip with their big sister for at least 2 weeks, the length will be determined by the Clinical Team and the new student's level of compliance.

New Students: are under close supervision with direct-care staff and big sister at all times.

Grace period: Each student has a grace period to get used to the program and the program rules
This means you will not receive any consequences such as write-ups or the consequence board... You will be redirected, and your big sister could possibly receive your consequence. The length of grace period will be decided by the clinical team.

Safety

Candles: There will be no lighting of candles or matches on property except for Birthdays, and only under the supervision of staff.

Shaving: There will be no razors allowed. If you want to shave, use an electric razor or Nair. Use appropriately. No Nair allowed on armpits or private area.

Nail clippers: will be kept for you. If you are given them, you will return them promptly.

Sharpeners: for makeup products will be kept in the house mom's room. If you wish to sharpen a pencil or the makeup product, you can ask for it from staff and return it promptly.

Scissors: will not be allowed as personal possessions. You can check out scissors from staff and return them promptly. You will trade a personal belonging for these items. You will get your personal items when you return them.

Tacks, Pins, Glass, or other sharp objects: will absolutely NOT BE ALLOWED. If found in your possession you will be given a consequence.

School Time

Classroom shelves: will be kept neat at all times. For example, there will be no loose papers. Things will be kept in boxes on shelves. This is where most school items are kept; such as paper, pens, pencils, books, etc.

Computer use: Computers will only be used during class time or when supervised by staff.

Read internet agreement

Internet: Students will fill out Internet request form to use computer for research (will be supervised by staff)

Head Phones: are kept in the teacher's office. They will be checked out and turned in after each use.

Computers: There will be no erasing of anything on computers or flash drives without teacher supervision. Leave other people's stuff alone.

Thumb Drives: Are used for schoolwork only and are kept by the teacher.

Pictures: There will be no uploading of pictures on computers without teacher's supervision (generally not allowed).

Internet: Students will not access social media sites when using any computers. Any time a student is on social media or email. It will be supervised by a member of clinical team (Upper level privilege). You will sign the Internet policy and fill out a request form every time you want to be online for school related projects.

Email accounts: may not be accessed unless it is required for online class participation. Clinical team will have access to the login and password.

Sleeping: There will be no sleeping on the couches at any time. Napping will result in consequence.

Academic goals: Each student will be expected to meet their academic goals every week or else be put on academic probation. Goals will be completed by 4:30pm on Thursday, along with beginning new goals for the following week.

Classroom voices: Only on task appropriate talking during school "quiet zone" will be allowed.

Cheating: Students will not cheat. If you are caught cheating, you will receive a consequence.

Spiritual

Church attendance: Our Reflections family attends church services together weekly as well as Bible Study.

Spirituality: Even if you do not have spiritual beliefs you will be respectful and quiet.

Youth Group: Our Reflections family attends youth group every Sunday night together.

Bedroom

Photos: Students can display family photos or photos of the students in the program. They will be displayed on the board that is provided to them. They are not allowed to be taped to dressers or pinned to the walls.

Bedtime: Students will be upstairs around 8 p.m. every night except for movie night or group. Bedtime and lights out is at 8:45 p.m. You can use a book-light until 10 p.m.

Other rooms: You will not be in another student's room. Upper levels may monitor and say goodnight. There will be no hanging out when saying goodnight to other student.

Upper levels: will help monitor upstairs until everyone is in bed, then they may come to the living room area at 9:15, Upper levels will be in bed by 10pm with lights out. After 8:45, they will be quiet because other students are sleeping.

Bedrooms, Bathrooms, and Closet: are the responsibilities of each student. Room and closets will be kept clean and orderly.

Assigned spaces: All beds, dressers and closet spaces are assigned.

Sitting on beds: Students will not sit on any bed other than their own.

Clothing: No clothing will be allowed under the beds. All clothes are to be stored in closets and dressers. All items will be labeled.

Personal closets/dresser: Upper levels will be the only students with the privilege of having personal closets and drawers.

Personal Areas: Beds and personal areas will be cleaned before coming down stairs in the morning. Rooms will be vacuumed before breakfast.

Shoes: All shoes, with the exception of slippers, will be in the shoe area. They will be kept in their assigned space.

Flip Flops: Flip-flops are allowed to be worn as house shoes. You will not wear your outside flip-flops inside, or your shower shoes outside.

Racks and hooks in the bathrooms: Only towels will be hung on the racks and hooks, everything else will be hung in the closet.

Bathroom/shower times: All students will be assigned a bathroom and shower times. The student will only use the assigned bathroom for showering, unless staff permission is given to use another bathroom.

Bath items: All personal bath items will be picked up and put away in your hygiene cubby.

Clean sweep: Staff will do a clean sweep when appropriate, and collect items that are left out. They will be placed in the “swept item box” until the director returns the items. At that time, consequence will be given.

Cleaning: You will be responsible for cleaning your room; this includes cleaning bedposts, nightstands, bureaus, shelves, windows, windowsills, baseboards, rugs, etc.

Dressers: are to be kept neat; there will be nothing hanging from your bedposts. You will have a box to store items in your room.

Visitors/Dating

Visitors: are welcome, but must be approved by the Clinical/administration Team.

Sign in: Visitors must sign in at the office.

Dating: There will be no dating while in the program.

Heterosexual/Homosexual activity: There will be no engagement in heterosexual or homosexual acts. This means no kissing, no sleeping in the same bed with students in or outside.

Family Visits: This is a time for family therapy and family time. There will be no phone calls to friends. This will not be a time to have your headphones on. iPods will not be used. This will not be the time for social media. Spend time with your family doing fun things!

Outside: Students will not wear socks or slippers outside. You will wear shoes earmarked for that purpose, and enter and exit through the appropriate doors. *Unless fire drill or true emergency*

Lights: When leaving the facility all the lights will be shut off. Lights in the house will be off if not being used.

Upper Level Rules

TV: 2 nights per week for level 4; 1 night per week for level 3.

Lights Out: Be in bed by 10 p.m. Be in your bedroom by 9:45 p.m.

Dress appropriately:

- Upper levels will not be wearing sweats or yoga pants.
- Yoga pants will only be worn during work out.
- One Hoodie is allowed.

Drinks: Level three and four may have coffee, tea, or hot chocolate at appropriate times. The students will clean up their own items.

Monitoring: Students will not go into other rooms after 9p.m.

Rules for vehicles

Seating: You will not put your feet or knees on the dashboard, back of seats, or the bars in the bus. Your feet belong on the floor.

Radio: Radio stations are preset to the ones that have been approved please do not change them: 93.7, 99.9, 102.5, 105.7, 96.1, and 103.9. If a student asks to change the station or turn volume up or down the radio will be turned off (unless asked due to triggering/nonworking content).

Seat belts: will be worn at all times.

Winter: Boots and coats will be required in case the vehicles break down and the students have to walk.

Radio. If staff is not comfortable taking their hands off the wheel, the station will not get changed.

Student Volume: Your volume will be lower than the music. If music gets turned down, students are being too loud. If music gets shut off students will be on silence.

Silence: There will be no talking when the bus stops at railroad tracks.

Silence: There will be no talking while crossing railroad tracks.

Food: There will be no eating in vehicles.

Windows: You will ask before opening windows.

Appropriate behavior: There will be no cuddling, and no screaming or yelling (the music will go off).

Shoes: Closed toed shoes will be in vehicles at all times. Students need to be able to hike in them.

The original application:

24.181.501 APPLICATION FOR LICENSURE (1) A program applicant shall submit an application on a form prescribed by the department. The application must be complete and accompanied by the appropriate fees and the following documentation:

(a) a detailed description of the program, including but not limited to:

(i) program mission statement

Our mission is:

To empower adolescents to uphold high standards of character, academic achievement, physical fitness, and spiritual values in order to become valuable members of their families and society.

(ii) program history, including any prior names, locations and ownership

Reflections Academy is a new program. It has no previous history.

(iii) all insurance coverages, including workers' compensation;

We will supply the PARRP Board with primary validation of our liability insurance coverage directly to the Department of Labor and Industry. Valley Insurance will send you the proof. The insurance company is waiting for proof of licensure.

Workman's compensation coverage will be set up with our payroll through Montana State Fund. We can send you proof of this insurance when we open the school.

(iv) professional affiliations

None at this time, but we will be applying to CARF and AdvancED,

(v) current educational, athletic, psychological and other services provided

Reflections Montana will provide an academic program that is fully accredited overseen by licensed professionals. There will be an athletic program that include basketball, hiking, skiing, boating, swimming, indoor workout videos, and square dancing. There will also be individual, group, and family therapy as a crucial part of the program provided by licensed therapists.

Reflection Montana offers:

- Professional therapy
- Academic instruction
- Individual and group therapy
- A focus on creativity through art, music, and writing
- Physical fitness and recreational activities
- Sunday church, Bible study, and youth group
- Adoption group for those who need it
- Community service projects
- Assistance in understanding life
- Guidance in grasping their place in the world
- A non-threatening, supportive, home-like environment to solve overwhelming problems

(vi) all locations and facilities where program services to participants are or will be provided

171 Harlow Road, Thompson Falls, MT

(vii) how and where participants are housed

The students will be housed in a 4800 square foot house with bedrooms that accommodate approximately 3 to 7 students. There are three large bathrooms that include showers. It has a spacious kitchen and living room with a separate recreation room, which will serve as a classroom.

(b) a detailed description of the population served by the program

Reflections Academy is a specialty program serving female at-risk teens (ages 13-20) that have not been successful in their neighborhood schools because of rebellion and other adverse behaviors.

Our students struggle with a variety of issues. No two teens are exactly the same. Here is a list of some of the issues:

1. Suspended, expelled, truant, or grades dropping. 2. Verbally abusive. 3. Struggling with basic family rules and expectations. 4. Parent has difficulty getting the teen to do basic household chores and homework. 5. Teen has problems with the law. 6. Parent has to pick words carefully when speaking to the teen to avoid a verbal attack or even rage. 7. Teen is in danger of dropping out of high school. 8. Association with a suspect peer group. 9. Losing interest in former productive activities, sports, hobbies, or childhood friends. 10. Seeming depressed or withdrawn. 11. Displaying violent behavior. 12. Sexual promiscuity. 13. Appearance or personal hygiene changed. 14. Deceitfulness and manipulation. 15. Caught stealing money or personal items from their family. 16. Severely lacking in motivation. 17. Lies regarding activities. 18. Outbursts of temper. 19. Lacks self-worth and self-esteem. 20. Defiance of established rules regardless of the consequences. 21. When trying to deal with the teen, parents feel powerless. 22. Teen has a problem with authority. 23. Complications in thinking and family system due to adoption. 24. Teen is experimenting with self-harm.

(c) the contact information for each program, including the person responsible for the conduct of the program

Michele Manning, Director, LCPC, MA in Educational Administration & MS in Clinical Psychology

Phone: 406-827-0301 and PO Box 1713, Thompson Falls, MT 59873

(d) a list of professional and supervisory employees and relevant credentials and other qualifications

Michele Manning – MA in Educational Administration Credential - Administrative and Teaching – license number # 75890 and MS in Clinical Psychology – Licensed therapist – license number #BBH-LCPC-LIC-9294

Michael Linderman – licensed therapist – BBH-LCPC-LIC-869

(e) the expected average daily census during the first calendar year of operations

The average daily attendance expected for the first year is 10 students. We will be serving girls.

- (f) a copy of program policies and procedures, including but not limited to:*
- (i) admission*

Admission Policy

The application will be completed in a timely manner. This application reveals pertinent physical and mental health history; current allergies; relevant history of medications that have been prescribed, but discontinued; relevant psychosocial history; and information attesting or verifying of legal authority to place or remove a student from the program. If the applicant is accepted, a file will be developed with all the pertinent information, which is kept confidential.

Reflections Academy will evaluate an applicant as to whether the program can adequately work with meeting their needs in terms of the program that is offered and the degree of supervision provided. As soon as possible upon arrival at Reflections (48 hours – avoiding weekends), a student is given an evaluation by a licensed therapist for the purpose of suicide screening and to determine if the student can be adequately served by the Reflection Academy program. The student is also provided with a physical to determine current medical conditions and a review of any current medications, if applicable.

The conditions in which Reflections Academy generally does not meet a student's needs are the following:

- Serious and chronic issues with self-harm and suicide
- Issues regarding being psychotic or having an issue with arson or other serious anti-social/violent behaviors
- Low IQ and serious learning problems that cannot be met by Reflections Academy
- Medical issues that require constant medical supervision

The Enrollment Application and Enrollment Contract (with all necessary attached forms) will be completed and signed before a student is brought to the campus or when a student arrives.

When students arrive at Reflections Academy, the staff will assist the students in moving into their living arrangements and examine all their belongings for any items that are not permissible or unsafe. The students are provided with a student handbook with an outline of all necessary information regarding the program requirements, the code conduct, facility rules, and the student's rights and responsibilities. The students will be provided support from the staff and the other students of Reflections Academy including being assigned a big sister.

- (i) suicide screening*

Suicide Screening Policy

At the time of admission and during the initial assessment, Reflections Academy will collect mental health information on each student. Also at the time of admission, a licensed professional therapist will perform an evaluation of the student. If during the therapist's evaluation serious and chronic issues with self-harm and suicide appear evident, a review of the appropriateness of the placement will be made. Arrangements will be made to support the parents/guardians if an alternative placement is recommended.

If during the time a student is attending Reflections Academy and she begins to have suicidal intentions, the therapist will be notified immediately for face-to-face intervention/evaluation.

The staff will be non-confrontational and assure the student that a professional can help. The student will reside in a designated area to provide close observation until the professional is available. Continued suicide precautions and safety plan will be developed by the therapist after the assessment. This plan will be communicated to the staff. The recommendation could be to send the student to the hospital.

The staff will conduct a search of the student's belongings for any contraband for safety reasons. (Search is permitted under the direction of the contract.) The therapist will contact the parents as soon as possible, and inform them of what has taken place, what they can do to help, and/or who they will contact for further professional information.

Due to the findings of the mental health professional(s), if the student is found to be too unstable so that there is a threat to herself, other students, or staff, the student will be transported to a hospital with parental permission.

Staff or students having any information regarding an incident in which suicide is an issue with the particular student, will fill out an incident report. The therapist will review these reports. The therapist will also provide any guidance to the program in regards to suicide prevention for a particular student or in general. Any trainings will be documented and written acknowledgement of the training by the staff will also occur at this time. If the suicide involves a death the school will notify the parents as soon as possible and applicable agency including the PARRP board.

(ii) communication with family members

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian's desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student will include the program's name, Reflections Academy, along with the student's name.

Email

Students usually will send parents an email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

Packages

Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it will be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

Weekly phone calls are generally with a therapist, the student, and her parents/guardian. For the first few weeks the phone call procedure will be amended with the guidance of the clinical team. The phone calls are generally limited to the parents/guardian. Additional phone calls

may occur under supervision of a therapist or staff for a specific purpose. Level four students will be able to get two phone calls a week.

The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can't keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

Parents will have a periodic update on their daughter's progress by the administration and/or the therapists. Parents are welcome to call or email concerns/questions at any time. Emailing is encouraged because it will be the fastest way to get a reply. Parents can discuss specific academic progress with the teaching staff.

Visits

Reflection Academy program does include times for visitation (on/off campus and at student's home). This is considered a key component of the program. Depending on the students' needs, they may go off campus during the day or overnight. The final plans will be made by the parents/guardian and the clinical team. All persons will conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student will sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians will contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians will be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy

At the time of the enrollment the student and parent will be informed of this Communication Policy.

- (iii) the availability of routine and emergency medical and psychological care and*
- (iv) medication management*

Medication Management and Availability of Care

Reflections Academy is not a medical facility, and so assistance with medication dispersal is supervisory only, since parents/legal guardians are not present. (Refer to enrollment agreement.) Reflections Academy is not intended to provide a treatment service.

The assistance Reflections Academy provides is with parental permission only and is limited to the transportation of prescription medication from a local licensed pharmacy, medication storage, and dispersal of medication to the student for supervised self-administration. Non-prescription can be purchased at a store or pharmacy.

The prescribing physician and dispensing pharmacy retain the primary responsibility for assessing the medication need, managing prescription process, ensuring correct directions and dosage, educating the client and parents about the medication, and properly packaging the medication with the appropriate labels.

When any change in the medication that is prescribed is made by the physician, Reflections Academy will notify the parents within 24 hours that a change has been made, and direct the parents to converse with the doctor. The staff will follow the directions of the physician who prescribed the medication. If there are any issues regarding the dosage, kind of medication given, or whether it will be taken, then this shall be directly handled between the physician and parents. The staff shall follow the final decision provided by the doctor.

Non-prescription medications may be dispensed to the student for self-administration with written permission for such dispersal from the parent/guardian. Non-prescription medications will be dispensed from the original container according to the instructions.

The medication storage unit will be locked, and when in use it will be supervised by staff. A record in a medication log will be kept for each student regarding when they took medications and what medications were taken. If the student refuses to take the medication, this will also be indicated. Then the administration will notify the parents and together the parents and the program will notify the prescribing physician regarding this issue.

When the students are taking the medication, they will be shown the medication and will be allowed to procure the prescribed dosage. The staff will observe as the students place the medication in their mouth, drink the water, and open their mouth to show the staff that the medication was taken. The student will then cough/whistle and eat two crackers. If a student refuses to take the medication, her therapist will be informed as well as the parents/guardians, and then the proper arrangements will be made to take care of the situation as needed. If necessary, the proper medical advice will be sought and followed. The disposal of unused or expired medication will be under the direction of the local licensed physician or pharmacy.

The parents of the students will work with the therapists in order to secure mental health care. The therapists will work closely with Reflection's staff including them in the treatment plan and goals when appropriate.

Reflections Academy has many medical health professionals available in Thompson Falls and other nearby communities in Montana. There are doctors, a dentists, eye doctors, pharmacologists, and physical therapists. There is a local ambulance service and a nearby hospital 30 miles away.

(v) complaints or grievances

Grievance Procedure Student

If a students has a grievance or complaint, they are first encouraged to problem solve that difference directly with the staff/student member(s) involved. If this does not or cannot resolve the problem, then the person will fill out an issue form, which is reviewed by a neutral staff that is assigned this responsibility. This staff will investigate and make a decision regarding this grievance. If the students are not satisfied with the response, they may appeal the decision. The appeal would be reviewed by the clinical team. Students and staff may not retaliate against a student who submits a complaint.

Parent or Legal Guardians

If a parent or legal guardian has a complaint, she is asked to contact the director to assist in correcting the problem.

Employee

Reflections Academy is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging open communication at all times. If an employee has a complaint, they are encouraged to express their concern to their direct supervisor. If this does not resolve the situation the employee and supervisor may present the problems directly to the administration.

(vi) behavior management, including but not limited to:

(A) discipline;

(B) punishment;

(C) consequences;

(D) incentives; and

(E) use of seclusion and/or restraints.

Behavior Management

Reflections Academy works to assist students to understand what they do to create choices in their lives, and that there are implications because of these choices. Reflections Academy helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action she may be rewarded. When she makes a non-working decision or action, she will receive a consequence.

Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning process and a necessary part of the supervision and control of the students. Its duration will be only as long as needed for the lessons to be learned. Positive constructive measures will be used to maintain standards.

When a student arrives on campus, the student will be provided with a handbook, which includes her rights and responsibilities along with the rules of the lodge, and Reflections Academy's procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider change), initial (beginning to make choices that

involve change), and initial to internalized (consistently responding in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, goal sheets, and their therapist's input are all important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the student's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action will be created for each student and will be regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a student's first come to Reflections Academy they are not on a level but rather a "Little Sister". New students will stay with their Big Sisters for at least two weeks (could be longer) helping with the Big Sisters' chores. They will stay with their Big Sisters and learn the routine. During this time the Little Sisters are mentored by the Big Sisters to learn how to live with the new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list and they wear uniforms. The girls may wear make up. The level two view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes on campus, spend some money on snacks, watch one approved TV show a week, go on the school related shopping trips and stay up a little later after lights out. Level four wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no make up and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

When the students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude, positive staff/peer interaction, and leadership. The student must give the clinical team one week's notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. The student will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, she will be told what needs to be the focus point of her program.

Discipline

Honor Code and Citizenship Violations

The Honor Code is a set of rules and principles based on the beliefs of Reflections Academy as to what constitutes honorable behavior within a community. These beliefs are in alignment with Judeo-Christian principles. Those who are in violation of the honor code can be subjected to various consequences for those actions.

There are Citizenship Violations, which involve the day-to-day choices (i.e., clean up, dress code, late to bed, etc.) resulting in loss of privileges and/or earning of appropriate consequences. The Honor Code violations focus on behaviors that can be a struggle for the students at Reflections Academy. The behaviors regarding tobacco, drugs and/or alcohol, hazing, and/or harassment, major dishonesty/stealing, illegal items, inappropriate sexual relations, vandalism, and insubordination.

The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

A probationary period could involve having a buddy for a period of time, limited access around the campus, limit choices during free time, additional activities deemed appropriate for the situation, and extra therapy/tutoring. The goal is to support the student in personal growth.

Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence will be appropriate to the situation and matter to the student as a deterrent. The consequence will be provided as close as possible to the time when the violation occurred. The student will be notified as to the reason for the consequence. The least restrictive method of procedures will be implemented in order to provide safety for all parties concerned.

The consequence will not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline will not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Medication will not be used as a form of discipline or as a substitute for appropriate treatment services. Students will not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures will be supervised by staff.

Peer Review Committee

The peer review committee involves staff and fellow students (level three and four), who are brought together to provide a positive approach in developing the student's sense of accountability, responsibility, and self-esteem. The peer review committee dedicates time and service in assisting the staff to support the students who have broken the honor code. The committee meets as needed to review the honor code violations and to apply solutions and consequences to help maintain the structure of Reflections Academy as a whole and the integrity of each student in its care. This committee helps to define the natural/logical solutions that are created from the non-working choices that a student makes. (The solutions are defined in the next section.) The peer review committee also confers in regards to how to support a student who wishes to vote up. They take other requests from the rest of the student body (i.e., suggestions for an activity, a request for a rule change, etc.) and bring these issues to the clinical team. The experience of sitting on the committee provides the

students with valuable experiences that can be an exceptional asset to many future endeavors later in life.

Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the *challenge*. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, she could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is *engagement*. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student.

Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences will move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

The *evaluation* occurs on several fronts. The students who broke the code do an evaluation of the progress made during their daily routine. It is also done by the staff and the peer review committee. The peer review committee and the staff review their own work as to the level of effectiveness in supporting the students.

Intervention Experiential Learning

Intervention experiential learning is organized learning that is a customized designed process, whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives. The amount of time students spend in the experience depends partly on the individual student's level of commitment to their own personal accountability, motivation, and growth. The staff and the peer review will help the student define experiential learning that would provide the best benefit. It is believed that this learning could mark the beginning of reciprocal changes and new developments for the student.

The experiences are developed to create opportunities to allow the student to see how they can create choices in their lives, and that there are implications to these choices. During these learning experiences they are given the opportunity to take action, realizing they are freely making the decisions, and then they accept the responsibility for the choices made as well as the consequences.

Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty leading might be asked to take a leadership role for a certain activity. Another example could be a role-playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing de-escalate techniques when a student is upset. Passive physical restraining will not be used unless an individual student, students, or staff is in imminent physical danger. The restraint will be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric condition as well as the personal history of the student. The restraint will be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved will complete an incident report. Members of the administration will be notified immediately, so that future preventative measures can be put in place. The student's therapist will also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student will be informed and kept up-to-date on the progress of their child in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training will be documented and acknowledged in writing by the staff at the time of the training.

Policies and Procedures for Reflections Academy, Inc.

Residential Program

24.181.601 (A) & (B)

Plan of Operation & Written Contract

- (i) *a description of the program and facility*
- (ii) *a description of goals and objectives of the program*
- (iii) *See the follow.*
- (iv) *a description of the populations served (starting with up to 10 students – female and male – starting with female)*

Services Provided and the Plan of Operation

Set in western Montana's beautiful mountains, this residential experience is designated for girls and boys between the ages of 13 to 20 who are struggling in their home communities and families. Reflections Academy is as its name infers, a place where the students can reflect on the choices they have been making that are not working in their lives. The program provides learning opportunity for those the students who need to have time to re-think how the view themselves and how they think others see them. The goal is to create the opportunity to rejoin their families, living a whole and healthy life. Reflections Academy provides a non-threatening , structured, yet nurturing environment for teens who need to develop interpersonal skills and a stronger self-esteem.

Clearview Horizon offers the students:

- Professional therapy
- Academic instruction
- Individual and group therapy
- A focus on creativity through art, music, and writing
- Physical fitness and recreational activities
- Sunday church, Bible study, and youth group
- Addiction meetings for those who need it
- Adoption group for those who need it
- Community service projects
- Assistance in understanding life
- Guidance in grasping their place in the world
- A non-threatening, supportive, home-like environment to solve overwhelming problems

24.181.624

Financial Requirements

ENROLLMENT CONTRACT

Coming to you later tonight.

(v) Communication Policy

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian's desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student should include the program's name, Reflections Academy, along with the student's name.

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Students usually should send parents an email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

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Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it should be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

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The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can't keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

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Visits

Reflection Academy program does include times for visitation (on/off campus and at student's home). This is considered a key component of the program. Depending on the students' needs, they may go off campus during the day or overnight. The final plans should be made by the parents/guardian and the clinical team. All persons should conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student should sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians should contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians should be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy

At the time of the enrollment the student and parent should be informed of this Communication Policy.

24.181.603

Rights and Responsibilities

Reflections Academy

Students Rights are as follows:

The student has the right to:

- receive care and services, including educational services within the program's capacity, mission, and applicable laws, and regulations.
- be free from discrimination.
- a safe environment with a respect of human dignity.
- have handled discreetly any information and records of the students and families.
- a description of communication/visitation policies, which includes the right to freely send and receive communication to people deemed appropriately by parents/guardians and under the guidelines of Reflections Academy's guidelines.
- a clearly outlined procedure for grievance, which protects the rights to receive fair and equitable treatment in regards in the policies and procedures of the program. This shall include a prohibition on retaliation against a youth for submitting such a complaint.
- be allowed to report abuse under the guidelines of the law and provided through a process outlined in Reflections Academy's policies.
- be aware of the limitations that are necessary for the program to maintain a contraband free environment , including the types of searches that are allowed in the program and the training the staff receives to conduct the searches.
- be free from corporal punishment or the inflection of pain as a disciplinary measure.
- have a student handbook.
- request and receive health care services.
- a diet that is nutritionally sufficient.
- be allowed to participate in expression of faith in accordance with the Reflections Academy program.

Student Responsibilities are as follows:

The students have the following responsibilities to:

- provide to the best of their knowledge, accurate and complete information about present problems, past and other matters relating to their care and education.
- protect of the privacy of information.
- participate in the implementation of their education and behavior plan.
- follow the rules of the program affecting their care and conduct.
- be responsible for their consequences as a result of the choices made.
- be considerate of others – students, staff, visitors.
- be considerate of the property of others and of Reflections Academy.
- be responsible for personal belongings.
- complete the duties and assignments as directed by the program, staff, and school.
- not to withhold important information that would affect the Reflections Academy community, the school community or any individual.

I have read these rights/responsibilities, asked questions for clarification if needed, and accepted these statements as set forth in this document.

Student: _____ Date: _____

Staff: _____ Date: _____

24.181.609

Personnel Administration

See the Employee Handbook. – coming to you later tonight

24.181.609

Staff Training

Initial and Continuing Staff Training

Reflections Academy is dedicated to providing the necessary support for the staff so that they can serve the students in the most effective manner possible. Initially each new employee should be given approximately 20 hours of training. The training should include, but not limited to the following important components as outlined in the Reflections Academy's policies and handbook: the programs policies, organization and services; confidentiality; child abuse reporting laws; medical protocols and emergency procedures; suicide prevention and de-escalation of crisis situations and passive restraint techniques. The employees should be oriented with a handbook regarding information pertaining to their work situation.

A new employee should be immediately provided with information regarding mandatory child abuse reporting. The employees should be required to sign a document declaring they read and understood the laws regarding mandatory child abuse reporting. They also sign a statement of understanding regarding the importance of confidentiality. Regular continual training should be provided for initial/renewal of first aid and CPR as well as other policies and procedures for Reflections Academy.

Reflections Academy should document trainings and any certifications.

Training Documentations **Staff Training Sheet**

Trainee's name: _____

			Trainee
Type of Training	Staff trainer	Initials	Date
Abuse/Essential Information Reporting			
CPR & First Aid			
Chain of Command			
Chores			
Clothing			
Confidentiality			
De-escalation			
Emergency Plan			

Fire Drill			
Grievances			
Health Care Requests			
Hygiene Routine			
Illegal Items/Staff and Students			
Illnesses for Students - Protocol			
Injury for Students - Protocol			
Mail			
Medication Procedures			
Medical Concerns/Emergencies			
No One on One			
Notification of Repairs/Maintenance			
Runaway Procedures			
Relationships with Students			
Schedules			
Searches			
Shut Down			
Suicide Prevention			
Transporting			
Use of phone (emergency)/first aid kit			
Wake up			
Behavioral Management			

Reporting Laws – Verification of Receipt by Employees – in Staff Files

**RIVERVIEW ACADEMY EMPLOYEE ACKNOWLEDGEMENT OF RECEIPT AND
UNDERSTANDING OF CHILD ABUSE AND NEGLECT REPORTING AS REQUIRED BY
MONTANA LAW**

Employee Name:_____

I,_____, have received a copy of Mont. Code Ann. § 41-3-201. I have read the policies and procedures set forth in this statute and I understand and accept my duties under the statute. I accept the responsibility to remain aware of and abide by the policies and procedures set by Montana law for the reporting of child abuse and neglect. If I have any questions regarding any aspect of my duties under this statute I shall direct such questions to my supervisor.

Employee Signature

Date

Confidentiality

Confidentiality Pledge

I understand that the information and judgments about a resident, a potential resident, and/or an employee of Clearview Horizon, Inc., their families, and acquaintances are confidential and are disclosed and discussed only for the purpose of treatment and/or decision making. I agree to treat knowledge of any such information in a strictly confidential manner and use it only for which it was intended and shared. I further agree to keep all such information confidential even upon termination of my position at Reflections Academy, Inc.

Signature: _____

Date: _____

Upon employment an employee signs a non-compete article. Signing this document means that an employee will not compete with Reflections Academy, Inc. such as inviting a student or his/her parents to join another program or family. The non-compete also states that the former employee will no longer have contact with the students at Reflections Academy, Inc. or their parents.

Volunteers, Substitutes, Student Interns

Reflections Academy does not plan to use any of the above.

Employee Grievance

Grievance Procedure

Student

If a student has a grievance or complaint, she is first encouraged to problem solve that difference directly with the staff/student member(s) involved. If this does not or cannot resolve the problem, then the person should fill out an grievance form, which is reviewed by a neutral staff that is assigned this responsibility. This staff will investigate and make a decision regarding this grievance. If the student is not satisfied with the response, s/he may appeal the decision. The appeal would be reviewed by the administration committee. Students and staff may not retaliate against a student who submits a complaint.

Parent or Legal Guardians

If a parent or legal guardian has a complaint, s/he is asked to contact the director to assist in correcting the problem.

Employee

Reflections is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging open communication at all times. If an employee has a complaint, they are encouraged to express their concern to their direct supervisor. If this does not resolve the situation the employee and supervisor may present the problems directly to the administration.

24.181.610

Record Keeping

24.181.625

Physical Environment

24.181.626

Food Services

24.181.807

Staffing

Safety and Security Policy

Housekeeping and Sanitation

Areas of the house and grounds should be scheduled for a regular cleaning. The staff should supervise the maintenance of the kitchen and bathrooms for such things as adequate water temperature, and disinfecting, and maintaining appliances/fixtures. All the areas of the home and grounds should be regularly inspected.

Infectious Control

Reflections Academy is concerned about the need to make infectious control a high priority. The students should not share towels, razors, toothbrushes, makeup etc. The bathroom should be cleaned daily and deep cleaned weekly. The living quarters and general seating area should be cleaned daily and deep cleaned weekly.

Regular hand washing, coughing procedures, and the proper disposal of tissues should be encouraged at all times. Hand sanitizer Clorox wipes should be available for everyone to use. Showers are generally taken daily. The floors are disinfected and the students wear shower shoes. The laundry should be done weekly, and there should be a separate place for storing the dirty clothes. The girls wear slippers or socks in the house – they should not be barefoot.

Sharing silverware, dishes, and drinking containers should not be allowed. The dishwasher is generally used to clean the dishes. Proper water temperature is maintained when washing the remaining dishes/cookware. Staff and students are involved in helping in the kitchen are trained in the proper care and use of kitchen materials and food preparation. The kitchen should be cleaned daily and deep cleaned weekly. Faucets should be installed that prevent scalding water.

Food Services

Reflections Academy should provide adequate nutritional needs and take reasonable steps to provide safe drinking water. Reflections Academy should have a kitchen that is clean with safe and operational equipment for the preparation, storage, serving, and cleanup of all meals.

Vehicles and Essential Equipment

Vehicles and essential equipment should be regularly inspected and maintained for safety.

Buildings and Grounds

The buildings should be equipped, operated and maintained in a safe and sanitary manner. Storage should be kept clean and free of clutter. Exits should be clear of clutter and obstructions. Grounds should be maintained in a neat safe condition. Reflections Academy shall comply with all applicable federal and state regulations, laws, and codes.

Heating and Lighting

All areas of use should be appropriately illuminated and warmed for safety and comfort.

Emergency Situations

Reflections Academy staff shall instruction the students regarding the emergency meeting place in case of fire. Fire drill shall occur at least four times a year and will be documented. Staff should be trained regarding what to do in case of emergency situations including disasters, casualties, and evacuation as well as the prevention of injuries and illnesses. These trainings should be documented and include the acknowledgement in writing from

the staff receiving the training If a student is ill, staff should seek medical assistance from a professional or call 911. (See medical policy.)

A first aid kit (with adequate supplies) should be located in the building where students are housed as well as vehicles used for the students. At least one staff member present should be trained in first aid and CPR.

Abuse

When employed the staff should be notified about the laws and regulations for reporting abuse. (See separate form provided in employment packet.) In the event of suspect abuse or neglect, the staff should notify an administrator, who should notify the appropriate state agency as required by law. The staff should also be trained in the behavior management policy and this policy should be reviewed at least yearly. The training should include the policy of the prohibition of conduct that constitutes sexual and personal harassment. There should be documentation of this training including the acknowledgement in writing from the staff receiving the training.

Each direct contact staff member including the administration should submit to a background check. The background check should include a set of fingerprints to be checked by the Department of Justice and the FBI. In the case any current staff member or volunteer is discovered to be identified as “posing a potential threat” as defined by the regulations of PARRP, Reflections Academy will notify the PARRP board immediately.

Confidentiality

The Reflections Academy staff should protect the privacy of the students in accordance with the laws pertaining to confidentiality. The student and employee records and files should be maintained in accordance with state and federal laws. Staff should be trained in regards to confidentiality, and this training should be acknowledged by the staff in writing.

Record Keeping

All records and files (student and employee) should be kept organized and secure. Certain records having to do with medical history should be secure according to the mandates of the HIPPA laws. Only persons who need to know for the best interest of the student or staff should be granted access to the files.

Runaway

In the event of a runaway the staff should make every effort to assist in finding the student. The staff should call the appropriate authorities and notify them of the runaway situation providing them with vital information. The staff should also call the parents/guardians as soon as possible after the occurrence.

Communication

Staff should have ways of communicating with other members. This should mainly be through the use of phones both land and cell. Notification for any serious incident involving a student (abuse, accident, runaway, death) should occur with the parent/guardians as soon as possible. If death is involve, the PARRP board and the appropriate authorities should also be notified.

Staffing and Delivery of Services

Staffing should be appropriate for the number of students served, so that the safety of the girls is the point of focus. Some of the volunteers as well as most employees should be first aid and CPR and trained.

A file should be kept on each student and staff member, and these files should be in a locked cabinet. The only people who should have access to these files are persons who have a legal need to know or in order to comply with the policies of Reflections Academy in accordance with state and federal law.

All personal information should be kept confidential and released as needed while complying with any laws pertaining to confidentiality.

The lines of authority are starting from the administrative team consisting of program director, the assistant director, the administrative assistant and the clinical team, and then to the housemothers. Maintenance and technology or any other contracted services report to the appropriate administrative team member.

The level of supervision should be dependent on the number of students, the activity in place, and what is required for safety and by any government regulations.

Reflections Academy does not employ any medical health professionals. However, as outlined in our Medical Policy, students do have access to the various health professionals. The therapist, who are on staff and on contracted services are licensed mental health professionals. (See the Medical Policy for policy regarding access to medical care.)

Reflections Academy has on file copies of the therapist's license, teaching credentials, and certificates for First Aid, CPR, and passive restraint training as well as any other trainings that grant certification.

The general services provided should be articulated in the contract and handbook. Any services beyond the regular services will be articulated to the student and parents/guardians. The employees supervising and directing these services should be trained initially and continually in order to be effective leaders and mentors.

Performance appraisals should be done yearly as well as when it is needed. The first evaluation should be after six months. The formal written evaluation is filed in the employee's file. In support of an employees supervisors may issue training notices and disciplinary action reports in order to clarify job responsibilities.

Reflections Academy should employ persons who have an understanding and respect for the type of resident served with respect to the student's family and culture. Reflections Academy should employ persons who are physically and emotionally suited to the provide services to at-risk youth. The employees should be able to perform activities related to their jobs.

Volunteers should sign the visitor's logbook. Generally volunteers should have a fingerprint background check on file. The volunteer should be directly supervised by a program staff.

Any person may be asked to transfer to fill another position due to restructuring.

24.181.611

Policies and Procedures

Admission Policy

The application should be completed in a timely manner. This application reveals pertinent physical and mental health history; current allergies; relevant history of medications that have been prescribed, but discontinued; relevant psychosocial history; and information attesting or verifying of legal authority to place or remove a student from the program. If the applicant is accepted, a file should be developed with all the pertinent information, which is kept confidential.

Reflections Academy should evaluate an applicant as to whether the program can adequately work with meeting their needs in terms of the program that is offered and the degree of supervision provided. As soon as possible upon arrival at Reflections Academy (48 hours – avoiding weekends), a student is given an evaluation by a licensed therapist for the purpose of suicide screening and to determine if the student can be adequately served by the Reflections Academy program. The student is also provided with a physical to determine current medical conditions and a review of any current medications, if applicable.

The conditions in which Reflections Academy generally does not meet a student's needs are the following:

- Serious and chronic issues with self-harm and suicide
- Issues regarding being psychotic or having an issue with arson or other serious anti-social/violent behaviors
- Low IQ and serious learning problems that cannot be met by Reflections Academy
- Medical issues that require constant medical supervision

The Enrollment Application and Enrollment Contract (with all necessary attached forms) should be completed and signed before a student is brought to the campus or when a student arrives.

When students arrive at Reflections Academy, the staff should assist the students in moving into their living arrangements and examine all their belongings for any items that are not permissible or unsafe. The students are provided with a student handbook with an outline of all necessary information regarding the program requirements, the code conduct, facility rules, and the student's rights and responsibilities. The students should be provided support from the staff and the other students of Reflections Academy including being assigned a big sister/brother.

Suicide Screening Policy

At the time of admission and during the initial assessment, Reflections Academy should collect mental health information on each student. Also at the time of admission, a licensed professional therapist should perform an evaluation of the student. If during the therapist's evaluation serious and chronic issues with self-harm and suicide appear evident, a review of the appropriateness of the placement should be made. Arrangements should be made to support the parents/guardians if an alternative placement is recommended.

If during the time a student is attending Reflections Academy and s/he begins to have suicidal intentions, the therapist should be notified immediately for face-to-face intervention/evaluation. The staff should be non-confrontational and assure the student that a professional can help. The student should reside in a designated area to provide close observation until the professional is available. Continued suicide precautions and safety plan should be developed by the therapist after the assessment. This plan should be communicated to the staff. The recommendation could be to send the student to the hospital.

The staff should conduct a search of the student's belongings for any contraband for safety reasons. (Search is permitted under the direction of the contract.) The therapist should contact the parents as soon as possible, and inform them of what has taken place, what they can do to help, and/or who they should contact for further professional information.

Due to the findings of the mental health professional(s), if the student is found to be too unstable so that there is a threat to him/herself, other students, or staff, the student should be transported to a hospital with parental permission.

Staff or students having any information regarding an incident in which suicide is an issue with the particular student, should fill out an incident report. The therapist should review these reports. The therapist should also provide any guidance to the program in regards to suicide prevention for a particular student or in general. Any trainings should be documented and written acknowledgement of the training by the staff should also occur at this time. If the suicide involves a death the school should notify the parents as soon as possible and applicable agency including the PARRP board.

24.181.621 & 24.181.622

Medical Procedures, Services, and Medications

24.181.807

Staffing for Medical Service (not therapeutic)

Medication Management and Availability of Care

Reflections Academy is not a medical facility, and so assistance with medication dispersal is supervisory only, since parents/legal guardians are not present. (Refer to enrollment agreement.) Reflections Academy is not intended to provide a treatment service.

The assistance Reflections Academy provides is with parental permission only and is limited to the transportation of prescription medication from a local licensed pharmacy, medication storage, and dispersal of medication to the student for supervised self-administration. Non-prescription can be purchased at a store or pharmacy.

The prescribing physician and dispensing pharmacy retain the primary responsibility for assessing the medication need, managing prescription process, ensuring correct directions and dosage, educating the client and parents about the medication, and properly packaging the medication with the appropriate labels.

When any change in the medication that is prescribed is made by the physician, Reflections Academy should notify the parents within 24 hours that a change has been made, and direct the parents to converse with the doctor. The staff should follow the directions of the physician who prescribed the medication. If there are any issues regarding the dosage, kind of medication given, or whether it should be taken, then this shall be directly handled between the physician and parents. The staff shall follow the final decision provided by the doctor.

Non-prescription medications may be dispensed to the student for self-administration with written permission for such dispersal from the parent/guardian. Non-prescription medications should be dispensed from the original container according to the instructions.

The medication storage unit should be locked, and when in use it should be supervised by staff. A record in a medication log should be kept for each student regarding when they took medications and what medications were taken. If the student refuses to take the medication, this should also be indicated. Then the administration should notify the parents and together the parents and the program should notify the prescribing physician regarding this issue.

When the students are taking the medication, they should be shown the medication and should be allowed to procure the prescribed dosage. The staff should observe as the students place the medication in their mouth, drink the water, and open their mouth to show the staff that the medication was taken. The student should then cough/whistle and eat two crackers. If a student refuses to take the medication, her therapist should be informed as well as the parents/guardians, and then the proper arrangements should be made to take care of the situation as needed. If necessary, the proper medical advice should be sought and followed. The disposal of unused or expired medication should be under the direction of the local licensed physician or pharmacy.

The parents of the students should work with the therapists in order to secure mental health care. The therapists should work closely with Reflection's staff including them in the treatment plan and goals when appropriate.

Reflections Academy has many medical health professionals available in Thompson Falls and other nearby communities in Montana. There are doctors, a dentists, eye doctors, pharmacologists, and physical therapists. There is a local ambulance service and a nearby hospital 30 miles away.

24.181.612

Delivery of Services

Staffing and Delivery of Services

Staffing should be appropriate for the number of students served, so that the safety of the girls is the point of focus. Some of the volunteers as well as most employees should be first aid and CPR and trained.

A file should be kept on each student and staff member, and these files should be in a locked cabinet. The only people who should have access to these files are persons who have a legal need to know or in order to comply with the policies of Reflections Academy in accordance with state and federal law.

All personal information should be kept confidential and released as needed while complying with any laws pertaining to confidentiality.

The lines of authority are starting from the administrative team consisting of program director, the assistant director, the administrative assistant and the clinical team, and then to the housemothers. Maintenance and technology or any other contracted services report to the appropriate administrative team member.

The level of supervision should be dependent on the number of students, the activity in place, and what is required for safety and by any government regulations.

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The general services provided should be articulated in the contract and handbook. Any services beyond the regular services will be articulated to the student and parents/guardians. The employees supervising and directing these services should be trained initially and continually in order to be effective leaders and mentors.

Performance appraisals should be done yearly as well as when it is needed. The first evaluation should be after six months. The formal written evaluation is filed in the employee's file. In support of an employees supervisors may issue training notices and disciplinary action reports in order to clarify job responsibilities.

Reflections Academy should employ persons who have an understanding and respect for the type of resident served with respect to the student's family and culture. Reflections Academy should employ persons who are physically and emotionally suited to the provide services to at-risk youth. The employees should be able to perform activities related to their jobs.

Volunteers should sign the visitor's logbook. Generally volunteers should have a fingerprint background check on file. The volunteer should be directly supervised by a program staff.

Any person may be asked to transfer to fill another position due to restructuring.

24.181.613

Incidents, Crisis Intervention, Emergency Plans, and Safety

24.181.623

Infectious Diseases

24.181.810

Food Services

Safety and Security Policy

Housekeeping and Sanitation

Areas of the house and grounds should be scheduled for a regular cleaning. The staff should supervise the maintenance of the kitchen and bathrooms for such things as adequate water temperature, and disinfecting, and maintaining appliances/fixtures. All the areas of the home and grounds should be regularly inspected.

Infectious Control

Reflections Academy is concerned about the need to make infectious control a high priority. The students should not share towels, razors, toothbrushes, makeup etc. The bathroom should be cleaned daily and deep cleaned weekly. The living quarters and general seating area should be cleaned daily and deep cleaned weekly.

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Vehicles and Essential Equipment

Vehicles and essential equipment should be regularly inspected and maintained for safety.

Buildings and Grounds

The buildings should be equipped, operated and maintained in a safe and sanitary manner. Storage should be kept clean and free of clutter. Exits should be clear of clutter and obstructions. Grounds should be maintained in a neat safe condition. Reflections Academy shall comply with all applicable federal and state regulations, laws, and codes.

Heating and Lighting

All areas of use should be appropriately illuminated and warmed for safety and comfort.

Emergency Situations

Reflections Academy staff shall instruction the students regarding the emergency meeting place in case of fire. Fire drill shall occur at least four times a year and will be documented. Staff should be trained regarding what to do in case of emergency situations including disasters, casualties, and evacuation as well as the prevention of injuries and illnesses. These trainings should be documented and include the acknowledgement in writing from the staff receiving the training If a student is ill, staff should seek medical assistance from a professional or call 911. (See medical policy.)

A first aid kit (with adequate supplies) should be located in the building where students are housed as well as vehicles used for the students. At least one staff member present should be trained in first aid and CPR.

A list of all current students should be made available at all times with notification of who is off-campus on any given day.

Abuse

When employed the staff should be notified about the laws and regulations for reporting abuse. (See separate form provided in employment packet.) In the event of suspect abuse or neglect, the staff should notify an administrator, who should notify the appropriate state agency as required by law. The staff should also be trained in the behavior management policy and this policy should be reviewed at least yearly. The training should include the policy of the prohibition of conduct that constitutes sexual and personal harassment. There should be documentation of this training including the acknowledgement in writing from the staff receiving the training.

Each direct contact staff member including the administration should submit to a background check. The background check should include a set of fingerprints to be checked by the Department of Justice and the FBI. In the case any current staff member or volunteer is discovered to be identified as “posing a potential threat” as defined by the regulations of PARRP, Reflections Academy will notify the PARRP board immediately.

Confidentiality

The Reflections Academy staff should protect the privacy of the students in accordance with the laws pertaining to confidentiality. The student and employee records and files should be maintained in accordance with state and federal laws. Staff should be trained in regards to confidentiality, and this training should be acknowledged by the staff in writing.

Record Keeping

All records and files (student and employee) should be kept organized and secure. Certain records having to do with medical history should be secure according to the mandates of the HIPPA laws. Only persons who need to know for the best interest of the student or staff should be granted access to the files.

Runaway

In the event of a runaway the staff should make every effort to assist in finding the student. The staff should call the appropriate authorities and notify them of the runaway situation providing them with vital information. The staff should also call the parents/guardians as soon as possible after the occurrence.

Communication

Staff should have ways of communicating with other members. This should mainly be through the use of phones both land and cell. Notification for any serious incident involving a student (abuse, accident, runaway, death) should occur with the parent/guardians as soon as possible. If death is involve, the PARRP board and the appropriate authorities should also be notified.

24.181.615***Participant Transfer and Discharge*****Discharge Policy**

Once a discharge or transfer date has been established for a student, the staff should complete the Discharge Checklist. The information on this sheet should include the following:

- Reason for the discharge
- Any specific resources available for the student/family – if needed – along with a report of how these resources have been communicated to the family
- If needed an evaluation of the student’s achievements should be provided
- An inventory of the students’ items should be made, and then they are packaged and sent home (unless parents take items homes themselves).

- Transportation information should be complete, including ID for over 18, and all arrangements should be made for the student's travel and confirmed.
- All paperwork should be checked to make sure it is complete and has proper signatures.
- A student going to the airport, bus or train station should have the following:
 1. An itinerary
 2. Boarding pass
 3. ID if needed (over 18)
 4. Money for travel
 5. Parent contact information
 6. Time(s) when parents are notified recorded on Discharge Sheet

If the student is transferred to another facility/institution the staff should assist in helping with a smooth transition. Reflections Academy should provide all the necessary information requested after releases are received. If a student returns home, Reflections Academy should follow up with contact calls and/or emails for the period of time deemed appropriate for the student and the family.

A separate form is provided for a youth transport service to recognize that any medications were delivered to them. This is signed by youth transport employees and Reflections Academy staff.

The therapeutic staff is available to families, especially in the months following the discharge.

Before the student graduates, a family home contract is created by the student and families guided by the therapists to create more structure and balance for when the students return home.

24.181.616

Behavioral Management

Behavior Management

Reflections Academy works to assist students to understand what they do to create choices in their lives, and that there are implications because of these choices. Reflections Academy helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action she may be rewarded. When she makes a non-working decision or action, she should receive a consequence.

Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning process and a necessary part of the supervision and control of the students. Its duration should be only as long as needed for the lessons to be learned. Positive constructive measures should be used to maintain standards.

When a student arrives on campus, the student should be provided with a handbook, which includes her rights and responsibilities along with the rules of the lodge, and Reflections Academy's procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider change), initial (beginning to make choices that involve change), and internalized (consistently responding in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, goal sheets, and their therapist's input are all important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the student's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action should be created for each student and should be regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a students first come to Reflections Academy they is not on a level but rather a "Little Brother/ Sister". New students should stay with their Big Brother/Sisters for at least two week (could be longer) helping with the Big Brother/Sisters' chores. They should stay with their Big Brother/Sisters and learn the routine. During this time the Little Brother/Sisters are mentored by the Big Brother/Sisters to learn how to live with the new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list and they wear uniforms. The girls may wear make up. The level two view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes on campus, spend some money on snacks, watch one approved TV show a week, go on the school related shopping trips and stay up a little later after lights out. Level four wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no make up and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

When the students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude, positive staff/peer interaction, and leadership. The student must give the clinical team one week's notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. The student will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, s/he will be told what needs to be the focus point of her program.

Discipline

Honor Code and Citizenship Violations

The Honor Code is a set of rules and principles based on the beliefs of Reflections Academy as to what constitutes honorable behavior within a community. These beliefs are in alignment with Judeo-Christian principles. Those who are in violation of the honor code can be subjected to various consequences for those actions.

There are Citizenship Violations, which involve the day-to-day choices (i.e., clean up, dress code, late to bed, etc.) resulting in loss of privileges and/or earning of appropriate consequences. The Honor Code violations focus on behaviors that can be a struggle for the students at Reflections Academy. The behaviors regarding tobacco, drugs and/or alcohol, hazing, and/or harassment, major dishonesty/stealing, illegal items, inappropriate sexual relations, vandalism, and insubordination.

The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

A probationary period could involve having a buddy for a period of time, limited access around the campus, limit choices during free time, additional activities deemed appropriate for the situation, and extra therapy/tutoring. The goal is to support the student in personal growth.

Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence should be appropriate to the situation and matter to the student as a deterrent. The consequence should be provided as close as possible to the time when the violation occurred. The student should be notified as to the reason for the consequence. The least restrictive method of procedures should be implemented in order to provide safety for all parties concerned.

The consequence should not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline should not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Medication should not be used as a form of discipline or as a substitute for appropriate treatment services. Students should not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures should be supervised by staff.

Peer Review Committee

The peer review committee involves staff and fellow students (level three and four), who are brought together to provide a positive approach in developing the student's sense of accountability, responsibility, and self-esteem. The peer review committee dedicates time and service in assisting the staff to support the students who have broken the honor code. The committee meets as needed to review the honor code violations and to apply solutions and consequences to help maintain the structure of Reflections Academy as a whole and the integrity of each student in its care. This committee helps to define the natural/logical solutions that are created from the non-working choices that a student makes. (The solutions are defined in the next section.) The peer review committee also confers in regards to how to support a student who wishes to vote up. They take other requests from the rest of the student body (i.e., suggestions for an activity, a request for a rule change, etc.) and bring

these issues to the clinical team. The experience of sitting on the committee provides the students with valuable experiences that can be an exceptional asset to many future endeavors later in life.

Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the *challenge*. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, s/he could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is *engagement*. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student.

Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences should move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

The *evaluation* occurs on several fronts. The students who broke the code do an evaluation of the progress made during their daily routine. It is also done by the staff and the peer review committee. The peer review committee and the staff review their own work as to the level of effectiveness in supporting the students.

Intervention Experiential Learning

Intervention experiential learning is organized learning that is a customized designed process, whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives. The amount of time students spend in the experience depends partly on the individual student's level of commitment to their own personal accountability, motivation, and growth. The staff and the peer review will help the student define experiential learning that would provide the best benefit. It is believed that this learning could mark the beginning of reciprocal changes and new developments for the student.

The experiences are developed to create opportunities to allow the student to see how they can create choices in their lives, and that there are implications to these choices. During these learning experiences they are given the opportunity to take action, realizing they are freely making the decisions, and then they accept the responsibility for the choices made as well as the consequences.

Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty leading might be asked to take a leadership role for a certain activity. Another example could be a role-playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing de-escalate techniques when a student is upset. Passive physical restraining should not be used unless an individual student, students, or staff is in imminent physical danger. The restraint should be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric condition as well as the personal history of the

student. The restraint should be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved should complete an incident report. Members of the administration should be notified immediately, so that future preventative measures can be put in place. The student's therapist should also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student should be informed and kept up-to-date on the progress of their child in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training should be documented and acknowledged in writing by the staff at the time of the training.

24.181.620

Chemical Dependency Treatment

Not Applicable

24.181.627

Clothing

Clothing

Reflection Academy provides the students with a fall/winter and spring/summer clothing list. The list provides clear guidelines for what should be procured for a comfortable and safe stay at Reflections Academy. The list should also include things that are not allowed. The list is given at the time when the application is accepted and travel arrangements are being made. New students should be provided with uniform clothes.

24.181.628

Transportation

Transportation Policy

Anyone using a company vehicle should have a valid Montana driver's license and are insured by complying with all the requirements of Reflections Academy's automobile insurance company. Before students leave, they should make sure that they have all the appropriate paper work, food, and belongings. There should be a first aid kit in the vehicle and the insurance papers in a box. The mileage should be recorded in the mileage book for each vehicle. A clipboard is provided for each vehicle with the names of students that went on the current trip. When the vehicles are cleaned, the first aid kit and insurance papers should be placed in the office and then put back in the cars/bus.

In order to keep the vehicles clean and orderly, there should be no eating in the vehicles.

For safety reasons the girls should be wearing shoes that they can easily walk for several miles in case of an emergency. They should have their water bottles. They should also have the appropriate clothing. Student should wear seat belts.

The staff should be mindful of the vehicle that they are using as to whether the lights, brakes, etc. are working. The back window should always be cleaned off so that there is a clear line of sight. The laws of the state including the speed laws should be followed. The use of personal vehicles should be avoided for company use.

Staff should comply with the local speed signs to avoid disturbing Reflections Academy's neighbors whether in a company or personal vehicle.

If a vehicle is found to have a problem, the issue should be reported as soon as possible to the Reflections Academy office staff, so repairs can be made. The staff should fill out a Situation Awareness form describing the repairs to be made. Tobacco use should not be allowed in the Academy's vehicles.

In the event of an accident (with no one going to the hospital) the staff should do the following:

- Contact the police.
- Call Reflections Academy – the administration staff should notify parents and insurance company.
- Stay with vehicle.
- Get the names, driver's license numbers, and car license numbers of all persons involved.
- Get names and phone numbers of witnesses.
- Do not admit wrongdoing.
- Do not discuss accident with anyone but the police and insurance company.

Contained in the vehicle should be the emergency information including the name, address, and telephone number of the program and an emergency telephone number. The staff should write out a Situational Awareness Form reporting the details of the incident. Any other staff or students who may have witnessed the occurrence should also fill out a form.

There should be a copy of each student's insurance card and permission to treat the child. There should also be a first aid kit in each vehicle.

24.181.807

Staffing of Professional Staff

Job description Therapist

The therapists at Reflections Academy should work to serve the students with emotional struggles, self-image problems, and family system issues as well as other situations that present themselves during their stay in the program. Their goal should be to help the students shift their mindset about themselves and how they cope with various things that come up in their lives.

They work should with all the students individually, in special groupings, and in whole group settings. When a student first arrives on campus, they should meet with them at least within a 48-hour time period from when the teen arrived to check in and examine their mental state of mind. When a student discharges the program, the therapists should create a discharge summary. The therapists should create progress notes and a treatment plan for each student after each of their meetings. They should meet regularly with the students individually, in group settings, and on family therapy phone calls. Every two weeks the therapists should create an invoice for the time served with the students. These bills should match the notes along with any special meetings or situations that take place. When the student file is active, the notes should be kept in a doubled locked file and on online (Best Notes) which is password protected in alignment with HIPPA laws. The therapists should keep therapeutic notes, required Utilization Reviews, and other evaluations that are required in the time frame that is requested. When the student is discharged, the therapy notes and summary should be then packaged and kept in the "dead" files under a double lock and secured.

Several times a year Reflections Academy should have a weekend parent workshop in which the therapists help coach the parents on various aspects of communication and self-discovery, which assist their lives and the

family system as a whole. Each week the therapist should have family therapy phone calls with the parents and the student. The main focus is to reunite the family and help each individual to self-examine their relationships with all others in the family system. After the workshop many parents may remain in the area to have some face-to-face family therapy. Sometimes the therapists may also be involved in administration calls with the families. This does not involve the student, but affords an opportunity to give information to the parents about their daughter's progress, to impart other pertinent information unique to them and/or to the program in general, and to answer any questions the parents may have.

When a therapist cannot keep to their regular schedule, they should inform the director as soon as possible so that family therapy phone calls time can be amended or other people handle these calls on the particular day. The therapists should inform the director when they are going to take time off. They usually take time off during the summer activities such as rock climbing and river rafting and the Christmas holidays. This is because either all or many of the students are off campus at this time.

Reflections Academy should keep a file on each therapist with copies of their current professional licenses.

Job Expectations for Class Room Teacher

- Delivers instruction in all subject areas with the support of the curriculum and services provided by the various "publishing" companies both on and off line.
- Supervises the use of the computers so that they are used appropriately, paying particular attention to internet use; this must be supervised diligently.
- Sets up the course work for each student as well as monitor the tracking plan for each course to ensure the students finish within a semester as well as modify the time and course work for special needs.
- Provide oversight of our physical fitness operations, including the instruction of healthy fitness routine and to promote positive experiential learning
- Supervises the assigning and collecting of emotional growth assignments. This includes providing for the principal the emotional growth assignments in a timely manner as they are completed and in alignment with the established goals of the week.
- Meets all the requirements that are directed by AdvantagEd Northwest in order to maintain the accreditation status.
- Work to maintain current knowledge of grades and assignments for all college students both online classes as well as on campus classes.
- Signs students up for course work
- Communicates with and provide logistics for any company providing curriculum regarding student classes, ensure students complete assignments in a timely manner and their work is to standard
- Prepares reports for any needed academic issues for students or the program
- Supervises the creation of student goals each week including emotional growth and prepares the study hall list as well as the list of students on academic probation. Post lists at the end of the week before the weekend.

- Reports each week on the progress of each student including those attending Noxon School, which includes emotional growth.
- Contacts student's last attending school to procure records.
- Contacts parents for needed information or for providing information as well as responds by email and phone to their requests.
- Meets with the principal weekly to go over the weekly goals and provide next weeks goals as well as establish who will be on academic probation as well as who must attend study hall.
- Delivers instruction regularly specific to substance abuse issues both dealing with addiction and relapse recovery.
- Keeps the classroom and office neat and organized at all times and reports any physical plant repairs that are discovered.
- Maintains appropriate files, records, and back up for each student, and is able to retrieve this information in a timely manner.
- Supervises the preparation, serving, and cleaning of lunch – delegates to house mom.
- Supports in directing the daily and appropriate physical education for the students; activities vary depending on season and what is available.
- Has a daily check in at the beginning of each day with principal.
- Attends weekly clinical meetings
- Uphold all policies and procedures
- Favorably represent Reflections Academy to the local community and to parents of the students
- Perform general office duties and other responsibilities as needed and assigned.
- Responsible for making sure direct-care staff knows how to assist in the classroom and what to do when the teacher is not present.
- Reflections Academy should keep a file on each therapist with copies of their current professional licenses.

Outdoor Program

24.181.701
Administration

Administration of Current Students

The Reflections Academy Outdoor Program should maintain a current list of students participating in this aspect of the program.

24.181.706
Staffing Requirements

24.181.708
Staff Training

24.181.711
Ratio of Outdoors Program Participants to Staff

Outdoor Program Staff Requirements and Training

Field Director for the Outdoor Program

Reflections Academy should have a field director who has at least the following qualifications:

- A bachelors degree or one year outdoor field experience
- Hold a Wilderness First Aid or Wilderness First Aid Responder certification

The field director can work as direct care staff, and if qualified the program's administrator can work as a field director.

The field director should be responsible for:

- The quality of the field activities
- Coordinate field activities
- Supervising direct care staff
- Ensuring compliance with applicable licensing rules in the field
- Ensuring that the staff members are familiar with all applicable policies and procedures.
- A list of all the currently enrolled program participants, which is maintained and readily available

Outdoor Program Staff

- Each field staff team should have at least one team member who is certified as a wilderness first aid responder or in wilderness first aid
- Other members of the team should be first aid and CPR certified
- Each team should have medical releases for the students in their care.

Ratio of Outdoor Program Participants to Staff

Reflections Academy's focus is to the student's health and safety. Because of this the ratio should not exceed eight participants to one direct care staff member, except in an emergent situation.

Outdoor Program Training

Reflections Academy values the importance of initial and ongoing training. The trainings should at least include the following:

- The program's policies, organization, and services
- Mandatory child abuse reporting laws
- Low impact camping
- Confidentiality
- Medical protocols and emergency procedures to include:
 - Suicide prevention
 - Documentation

- De-escalation of crisis situations and passive physical restraint techniques to ensure the protection of students and staff
- Avoiding potential hazards of the expedition areas
- Emergency evacuation procedures

24.181.710

Admission Requirements

Admissions Policy

The outdoor admission policy should generally in alignment with the Reflections Academy's residential program. The admission's application and questionnaire should require a current health history, and information on any physical limitations and prescription medication.

Students attending Reflections's Outdoor Program should have a physical by a licensed medical provider that is within six months prior to attendance in the program or within five days of enrollment.

Reflections Academy should more detailed admission policy in its residential program, which outlines the types of students that Reflections Academy will accept. The outdoor program should be in alignment with this admission's policy and will accept boys and girls between the age of 13 and 20. The students are grouped according to their shared level of maturity and ability.

There should be a list of all the students currently enrolled in the program. The list should be maintained for accuracy and be readily available.

24.181.716

Physical Environment

24.181.717

Potentially Hazardous Material

24.181.718

Hygiene

24.181.719

Water, Food, and Nutrition

24.181.

Emergency and Evacuation Plans

24.181.724

Solo Experience

Health and Safety

Reflection's staff and policies should model a respect for the environment and a concern for safety. Reflections should adhere to the land requirements of the forest service, land service, parklands, BLM, and/or the landowner.

All health and safety procedures should be set up to allow students to live in an outdoor setting for an extended period of time. Sleeping areas should be designed for safety and adequate supervision.

Reflections should have procedures for handling tools, sharp-edged instruments, and any other potentially hazardous material.

Reflections also should have procedures for students in an outdoor setting to washing hands and face, brush teeth, and bathe. There are also procedures for toilet methods that provided privacy and are compatible with low impact camping. Reflections' Outdoor Program should take reasonable steps to provide safe drinking water.

Reflections Academy has a emergency plan, which provides procedures for disasters, evacuations, medical emergencies, missing youth, and other serious incidents identified by the program.

The solo experience should have risk management procedures and an assessment of a student's readiness for the experience. High adventure activities should have specific certification and/or equipment or training, whatever is appropriate for the specific activity. Each of these activities should have policies and procedures addressing training, experience, and qualifications for leaders and staff.

24.181.722

Medical and Medication Management and Storage

Medical Policy

Each team should have medical releases for the students in their care.

At least one member of each team should be trained in the management and administration of the medications in an outdoor setting.

Each group should have a medical kit that is appropriate for wilderness first aid. These kits should be available for all activities. The materials contained in the kits should have sufficient supplies for the activities, locations, and environment.

The emergency plan should have outlined procedures for medical emergencies.

24.181.728

Education

Curriculum

Reflections Academy should have an established curriculum/purpose for the solo experience. If the students are enrolled during the school year for longer than six weeks, should be provided an educational component.

24.181.730

High Adventure Requirements

High Adventure Requirements

Reflections Academy should have the needed training for any activity the program provides. Any required certification and/or equipment should also be made available.

24.181.501 APPLICATION FOR LICENSURE (1) A program applicant shall submit an application on a form prescribed by the department. The application must be complete and accompanied by the appropriate fees and the following documentation:

(a) a detailed description of the program, including but not limited to:

(i) program mission statement

Our mission is:

To empower adolescents to uphold high standards of character, academic achievement, physical fitness, and spiritual values in order to become valuable members of their families and society.

(ii) program history, including any prior names, locations and ownership

Reflections Academy is a new program. It has no previous history.

(iii) all insurance coverages, including workers' compensation;

We will supply the PARRP Board with primary validation of our liability insurance coverage directly to the Department of Labor and Industry. Valley Insurance will send you the proof. The insurance company is waiting for proof of licensure.

Workman's compensation coverage will be set up with our payroll through Montana State Fund. We can send you proof of this insurance when we open the school.

(iv) professional affiliations

None at this time, but we will be applying to CARF and AdvancED,

(v) current educational, athletic, psychological and other services provided

Reflections Montana will provide an academic program that is fully accredited overseen by licensed professionals. There will be an athletic program that include basketball, hiking, skiing, boating, swimming, indoor workout videos, and square dancing. There will also be individual, group, and family therapy as a crucial part of the program provided by licensed therapists.

Reflection Montana offers:

- Professional therapy
- Academic instruction
- Individual and group therapy
- A focus on creativity through art, music, and writing
- Physical fitness and recreational activities
- Sunday church, Bible study, and youth group

- Adoption group for those who need it
- Community service projects
- Assistance in understanding life
- Guidance in grasping their place in the world
- A non-threatening, supportive, home-like environment to solve overwhelming problems

(vi) all locations and facilities where program services to participants are or will be provided

171 Harlow Road, Thompson Falls, MT

(vii) how and where participants are housed

The students will be housed in a 4800 square foot house with bedrooms that accommodate approximately 3 to 7 students. There are three large bathrooms that include showers. It has a spacious kitchen and living room with a separate recreation room, which will serve as a classroom.

(b) a detailed description of the population served by the program

Reflections Academy is a specialty program serving male and female at-risk teens (ages 13-20) that have not been successful in their neighborhood schools because of rebellion and other adverse behaviors.

Our students struggle with a variety of issues. No two teens are exactly the same. Here is a list of some of the issues:

1. Suspended, expelled, truant, or grades dropping.
2. Verbally abusive.
3. Struggling with basic family rules and expectations.
4. Parent has difficulty getting the teen to do basic household chores and homework.
5. Teen has problems with the law.
6. Parent has to pick words carefully when speaking to the teen to avoid a verbal attack or even rage.
7. Teen is in danger of dropping out of high school.
8. Association with a suspect peer group.
9. Losing interest in former productive activities, sports, hobbies, or childhood friends.
10. Seeming depressed or withdrawn.
11. Displaying violent behavior.
12. Sexual promiscuity.
13. Appearance or personal hygiene changed.
14. Deceitfulness and manipulation.
15. Caught stealing money or personal items from their family.
16. Severely lacking in motivation.
17. Lies regarding activities.
18. Outbursts of temper.
19. Lacks self-worth and self-esteem.
20. Defiance of established rules regardless of the consequences.
21. When trying to deal with the teen, parents feel powerless.
22. Teen has a problem with authority.
23. Complications in thinking and family system due to adoption.
24. Teen is experimenting with self-harm.

(c) the contact information for each program, including the person responsible for the conduct of the program

Michele Manning, Director, LCPC, MA in Educational Administration & MS in Clinical Psychology

Phone: 406-827-0301 and PO Box 1713, Thompson Falls, MT 59873

(d) a list of professional and supervisory employees and relevant credentials and other qualifications

Michele Manning – MA in Educational Administration Credential - Administrative and Teaching – license number # 75890 and MS in Clinical Psychology – Licensed therapist – licensed number #BBH-LCPC-LIC-9294

Michael Linderman – licensed therapist – BBH-LCPC-LIC-869

(e) the expected average daily census during the first calendar year of operations

The average daily attendance expected for the first year is 10 students. We will be serving boys and girls.

(f) a copy of program policies and procedures, including but not limited to:
(i) admission

Admission Policy

The application should be completed in a timely manner. This application reveals pertinent physical and mental health history; current allergies; relevant history of medications that have been prescribed, but discontinued; relevant psychosocial history; and information attesting or verifying of legal authority to place or remove a student from the program. If the applicant is accepted, a file should be developed with all the pertinent information, which is kept confidential.

Reflections Academy should evaluate an applicant as to whether the program can adequately work with meeting their needs in terms of the program that is offered and the degree of supervision provided. As soon as possible upon arrival at Reflections (48 hours – avoiding weekends), a student is given an evaluation by a licensed therapist for the purpose of suicide screening and to determine if the student can be adequately served by the Reflection Academy program. The student is also provided with a physical to determine current medical conditions and a review of any current medications, if applicable.

The conditions in which Reflections Academy generally does not meet a student's needs are the following:

- Serious and chronic issues with self-harm and suicide
- Issues regarding being psychotic or having an issue with arson or other serious anti-social/violent behaviors
- Low IQ and serious learning problems that cannot be met by Reflections Academy
- Medical issues that require constant medical supervision

The Enrollment Application and Enrollment Contract (with all necessary attached forms) should be completed and signed before a student is brought to the campus or when a student arrives.

When students arrive at Reflections Academy, the staff should assist the students in moving into their living arrangements and examine all their belongings for any items that are not permissible or unsafe. The students are provided with a student handbook with an outline of all necessary information regarding the program requirements, the code conduct, facility rules, and the student's rights and responsibilities. The students should be provided support from the staff and the other students of Reflections Academy including being assigned a big sister/brother.

suicide screening

Suicide Screening Policy

At the time of admission and during the initial assessment, Reflections Academy should collect mental health information on each student. Also at the time of admission, a licensed professional therapist should perform an evaluation of the student. If during the therapist's evaluation serious and chronic issues with self-harm and suicide appear evident, a review of the appropriateness of the placement should be made. Arrangements should be made to support the parents/guardians if an alternative placement is recommended.

If during the time a student is attending Reflections Academy and s/he begins to have suicidal intentions, the therapist should be notified immediately for face-to-face intervention/evaluation. The staff should be non-confrontational and assure the student that a professional can help. The student should reside in a designated area to provide close observation until the professional is available. Continued suicide precautions and safety plan should be developed by the therapist after the assessment. This plan should be communicated to the staff. The recommendation could be to send the student to the hospital.

The staff should conduct a search of the student's belongings for any contraband for safety reasons. (Search is permitted under the direction of the contract.) The

therapist should contact the parents as soon as possible, and inform them of what has taken place, what they can do to help, and/or who they should contact for further professional information.

Due to the findings of the mental health professional(s), if the student is found to be too unstable so that there is a threat to him/herself, other students, or staff, the student should be transported to a hospital with parental permission.

Staff or students having any information regarding an incident in which suicide is an issue with the particular student, should fill out an incident report. The therapist should review these reports. The therapist should also provide any guidance to the program in regards to suicide prevention for a particular student or in general. Any trainings should be documented and written acknowledgement of the training by the staff should also occur at this time. If the suicide involves a death the school should notify the parents as soon as possible and applicable agency including the PARRP board.

(ii) communication with family members

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian's desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student should include the program's name, Reflections Academy, along with the student's name.

Email

Students usually should send parents an email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

Packages

Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it should be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

Weekly phone calls are generally with a therapist, the student, and his/her parents/guardian. For the first few weeks the phone call procedure should be amended with the guidance of the clinical team. The phone calls are generally limited to the parents/guardian. Additional phone calls may occur under supervision of a therapist or staff for a specific purpose. Level four students should be able to get two phone calls a week.

The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can't keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

Parents should have a periodic update on their daughter's progress by the administration and/or the therapists. Parents are welcome to call or email concerns/questions at any time. Emailing is encouraged because it will be the fastest way to get a reply. Parents can discuss specific academic progress with the teaching staff.

Visits

Reflection Academy program does include times for visitation (on/off campus and at student's home). This is considered a key component of the program. Depending on the students' needs, they may go off campus during the day or overnight. The final plans should be made by the parents/guardian and the clinical team. All persons should conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student should sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians should contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians should be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy

At the time of the enrollment the student and parent should be informed of this Communication Policy.

*(iii) the availability of routine and emergency medical and psychological care and
(iv) medication management*

Medication Management and Availability of Care

Reflections Academy is not a medical facility, and so assistance with medication dispersal is supervisory only, since parents/legal guardians are not present. (Refer to enrollment agreement.) Reflections Academy is not intended to provide a treatment service.

The assistance Reflections Academy provides is with parental permission only and is limited to the transportation of prescription medication from a local licensed pharmacy, medication storage, and dispersal of medication to the student for supervised self-administration. Non-prescription can be purchased at a store or pharmacy.

The prescribing physician and dispensing pharmacy retain the primary responsibility for assessing the medication need, managing prescription process, ensuring correct directions and dosage, educating the client and parents about the medication, and properly packaging the medication with the appropriate labels.

When any change in the medication that is prescribed is made by the physician, Reflections Academy should notify the parents within 24 hours that a change has been made, and direct the parents to converse with the doctor. The staff should follow the directions of the physician who prescribed the medication. If there are any issues regarding the dosage, kind of medication given, or whether it should be taken, then this shall be directly handled between the physician and parents. The staff shall follow the final decision provided by the doctor.

Non-prescription medications may be dispensed to the student for self-administration with written permission for such dispersal from the parent/guardian. Non-prescription medications should be dispensed from the original container according to the instructions.

The medication storage unit should be locked, and when in use it should be supervised by staff. A record in a medication log should be kept for each student regarding when they took medications and what medications were taken. If the student refuses to take the medication, this should also be indicated. Then the administration should notify the parents and together the parents and the program should notify the prescribing physician regarding this issue.

When the students are taking the medication, they should be shown the medication and should be allowed to procure the prescribed dosage. The staff should observe as the students place the medication in their mouth, drink the water, and open their mouth to show the staff that the medication was taken. The student should then cough/whistle and eat two crackers. If a student refuses to take the medication, her therapist should be informed as well as the parents/guardians, and then the proper arrangements should be made to take care of the situation as needed. If necessary, the proper medical advice should be sought and followed. The disposal of unused or expired medication should be under the direction of the local licensed physician or pharmacy.

The parents of the students should work with the therapists in order to secure mental health care. The therapists should work closely with Reflection's staff including them in the treatment plan and goals when appropriate.

Reflections Academy has many medical health professionals available in Thompson Falls and other nearby communities in Montana. There are doctors, a dentists, eye doctors, pharmacologists, and physical therapists. There is a local ambulance service and a nearby hospital 30 miles away.

(v) complaints or grievances

**Grievance Procedure
Student**

If a students has a grievance or complaint, they are first encouraged to problem solve that difference directly with the staff/student member(s) involved. If this does not or cannot resolve the problem, then the person should fill out an issue form, which is reviewed by a neutral staff that is assigned this responsibility. This staff will investigate and make a decision regarding this grievance. If the students are not satisfied with the response, they may appeal the decision. The appeal would be reviewed by the clinical team. Students and staff may not retaliate against a student who submits a complaint.

Parent or Legal Guardians

If a parent or legal guardian has a complaint, s/he is asked to contact the director to assist in correcting the problem.

Employee

Reflections Academy is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging open communication at all times. If an employee has a complaint, they are encouraged to express their concern to their direct supervisor. If this does not resolve the situation the employee and supervisor may present the problems directly to the administration.

(vi) behavior management, including but not limited to:

- (A) *discipline;*
- (B) *punishment;*
- (C) *consequences;*
- (D) *incentives; and*
- (E) *use of seclusion and/or restraints.*

Behavior Management

Reflections Academy works to assist students to understand what they do to create choices in their lives, and that there are implications because of these choices. Reflections Academy helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action she may be rewarded. When she makes a non-working decision or action, she should receive a consequence.

Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning process and a necessary part of the supervision and control of the students. Its duration should be only as long as needed for the lessons to be learned. Positive constructive measures should be used to maintain standards.

When a student arrives on campus, the student should be provided with a handbook, which includes her rights and responsibilities along with the rules of the lodge, and Reflections Academy's procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider

change), initial (beginning to make choices that involve change), and initial to internalized (consistently responding in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, goal sheets, and their therapist's input are all important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the student's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action should be created for each student and should be regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a student's first come to Reflections Academy they are not on a level but rather a "Little Brother/ Sister". New students should stay with their Big Brother/Sisters for at least two weeks (could be longer) helping with the Big Brother/Sisters' chores. They should stay with their Big Brother/Sisters and learn the routine. During this time the Little Brother/Sisters are mentored by the Big Brother/Sisters to learn how to live with the new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list and they wear uniforms. The girls may wear make up. The level two view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes on campus, spend some money on snacks, watch one approved TV show a week, go on the school related shopping trips and stay up a little later after lights out. Level four wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no make up and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

When the students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude,

positive staff/peer interaction, and leadership. The student must give the clinical team one week's notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. The student will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, s/he will be told what needs to be the focus point of her program.

Discipline

Honor Code and Citizenship Violations

The Honor Code is a set of rules and principles based on the beliefs of Reflections Academy as to what constitutes honorable behavior within a community. These beliefs are in alignment with Judeo-Christian principles. Those who are in violation of the honor code can be subjected to various consequences for those actions.

There are Citizenship Violations, which involve the day-to-day choices (i.e., clean up, dress code, late to bed, etc.) resulting in loss of privileges and/or earning of appropriate consequences. The Honor Code violations focus on behaviors that can be a struggle for the students at Reflections Academy. The behaviors regarding tobacco, drugs and/or alcohol, hazing, and/or harassment, major dishonesty/stealing, illegal items, inappropriate sexual relations, vandalism, and insubordination.

The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

A probationary period could involve having a buddy for a period of time, limited access around the campus, limit choices during free time, additional activities deemed appropriate for the situation, and extra therapy/tutoring. The goal is to support the student in personal growth.

Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence should be appropriate to the situation and matter to the student as

a deterrent. The consequence should be provided as close as possible to the time when the violation occurred. The student should be notified as to the reason for the consequence. The least restrictive method of procedures should be implemented in order to provide safety for all parties concerned.

The consequence should not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline should not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Medication should not be used as a form of discipline or as a substitute for appropriate treatment services. Students should not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures should be supervised by staff.

Peer Review Committee

The peer review committee involves staff and fellow students (level three and four), who are brought together to provide a positive approach in developing the student's sense of accountability, responsibility, and self-esteem. The peer review committee dedicates time and service in assisting the staff to support the students who have broken the honor code. The committee meets as needed to review the honor code violations and to apply solutions and consequences to help maintain the structure of Reflections Academy as a whole and the integrity of each student in its care. This committee helps to define the natural/logical solutions that are created from the non-working choices that a student makes. (The solutions are defined in the next section.) The peer review committee also confers in regards to how to support a student who wishes to vote up. They take other requests from the rest of the student body (i.e., suggestions for an activity, a request for a rule change, etc.) and bring these issues to the clinical team. The experience of sitting on the committee provides the students with valuable experiences that can be an exceptional asset to many future endeavors later in life.

Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the *challenge*. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, s/he could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is *engagement*. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student.

Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences should move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

The *evaluation* occurs on several fronts. The students who broke the code do an evaluation of the progress made during their daily routine. It is also done by the staff and the peer review committee. The peer review committee and the staff review their own work as to the level of effectiveness in supporting the students.

Intervention Experiential Learning

Intervention experiential learning is organized learning that is a customized designed process, whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives. The amount of time students spend in the experience depends partly on the individual student's level of commitment to their own personal accountability, motivation, and growth. The staff and the peer review will help the student define experiential learning that would provide the best benefit. It is believed that this learning could mark the beginning of reciprocal changes and new developments for the student.

The experiences are developed to create opportunities to allow the student to see how they can create choices in their lives, and that there are implications to these choices. During these learning experiences they are given the opportunity to take action, realizing they are freely making the decisions, and then they accept the responsibility for the choices made as well as the consequences.

Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty

leading might be asked to take a leadership role for a certain activity. Another example could be a role-playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing de-escalate techniques when a student is upset. Passive physical restraining should not be used unless an individual student, students, or staff is in imminent physical danger. The restraint should be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric condition as well as the personal history of the student. The restraint should be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved should complete an incident report. Members of the administration should be notified immediately, so that future preventative measures can be put in place. The student's therapist should also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student should be informed and kept up-to-date on the progress of their child in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training should be documented and acknowledged in writing by the staff at the time of the training.

fire drills

Reflections Academy should conduct at least 4 fire drills a year, complying with Montana state law.

Reflections Academy

Student Handbook

Reflections Academy Mission Statement:

Our Mission is:

To empower adolescent teens to uphold high standards of character, academic achievement, physical fitness, and spiritual values in order to become valuable members of their families and society.

Our Purpose as a Family is:

To create a support system based on a safe environment of effective communication, respect, a place to be vulnerable and free of judgment where unconditional love, positivity, and honesty are the foundations of our sisterhood.

Communication Policy

Reflections Academy has an open door policy in regards to any parent/guardian's desire to have a tour.

Written

Student and their families are encouraged to communicate regularly through letters and email. The staff generally read the communication for therapeutic value. Mail (hard copy) addressed to the student should include the program's name, Reflections Academy, along with the student's name.

Email

Students usually should send parents and email once a week or when deemed necessary/desired. They are required to write at least once a week. Parents can send them at any time, and the staff generally reads incoming and outgoing emails for any therapeutic value. Due to the nature of email, confidentiality cannot be assured.

Packages

Packages can be sent to the students at anytime. They are reviewed and inventoried by the staff and given to the students during regular mail time. If something is sent that is not on the approved items lists, it should be sent back to the parents. If a student goes on an off-site visit and purchase items, then these items would be treated in the same manner as mailed packages.

Phone Calls

Weekly phone calls are generally with a therapist, the student, and his/her parents/guardian. For the first few weeks the phone call procedure should be amended with the guidance of the clinical team. The phone calls are generally limited to the parents/guardian. Additional phone calls may occur under supervision of a therapist or staff for a specific purpose. Level four students should be able to get two phone calls a week.

The beginning of the phone call procedure is as follows: Parents write impact letters; Student meets with therapist regarding these letters; at the same time students write an accountability letter; and then phone calls are scheduled with a therapist. Sometimes phone call times get disrupted by doctor appointments and other unscheduled events. If a family can't keep their scheduled call time, every effort is made to reschedule during the same week, but there can be no guarantees.

Parents should have a periodic update on their daughter's progress by the administration and/or the therapists. Parents are welcome to call or email concerns/questions at any time. Emailing is encouraged because it will be the fastest way to get a reply. Parents can discuss specific academic progress with the academic department.

Visits

Reflection Academy program does include times for visitation (on/off campus and at student's home). This is considered a key component of the program. Depending on the students' needs, they may go off campus during the day or overnight. The final plans should be made by the parents/guardian and the clinical team. All persons should conform to the rules and policies of the program and work with the staff in maintaining a unified team. Before a visit occurs parents and student should sign a family visit contract regarding the guidelines to follow during the visit along with setting up concrete goals to accomplish during this time.

To set up a visit, parents/guardians should contact the office and request that the clinical team review their desired time and date of a visit.

When visiting parents/guardians are requested to maintain confidentiality of all participants and their families.

Generally home visits are reserved for those students in their last months in a program.

Parent Guardian Requests for Phone Calls

Parents and guardians should be requested to follow the guidelines set for phone calls at Reflections Academy. If there is an unusual need to have a phone call, the parent or guardian may contact clinical team.

Student and Parent Understanding of Communication Policy

At the time of the enrollment the student and parent should be informed of this Communication Policy.

Medication Management and Availability of Care

Reflections Academy is not a medical facility, and so assistance with medication dispersal is supervisory only, since parents/legal guardians are not present. (Refer to enrollment agreement.) Reflections Academy is not intended to provide a treatment service.

The assistance Reflections Academy provides is with parental permission only and is limited to the transportation of prescription medication from a local licensed pharmacy, medication storage, and dispersal of medication to the student for supervised self-administration. Non-prescription can be purchased at a store or pharmacy.

The prescribing physician and dispensing pharmacy retain the primary responsibility for assessing the medication need, managing prescription process, ensuring correct directions and dosage, educating the client and parents about the medication, and properly packaging the medication with the appropriate labels.

When any change in the medication that is prescribed is made by the physician, Reflections Academy should notify the parents within 24 hours that a change has been made, and direct the parents to converse with the doctor. The staff should follow the directions of the physician who prescribed the medication. If there are any issues regarding the dosage, kind of medication given, or whether it should be taken, then this shall be directly handled between the physician and parents. The staff shall follow the final decision provided by the doctor.

Non-prescription medications may be dispensed to the student for self-administration with written permission for such dispersal from the parent/guardian. Non-prescription medications should be dispensed from the original container according to the instructions.

The medication storage unit should be locked, and when in use it should be supervised by staff. A record in a medication log should be kept for each student regarding when they took medications and what medications were taken. If the student refuses to take the medication, this should also be indicated. Then the administration should notify the parents and together the parents and the program should notify the prescribing physician regarding this issue.

When the students are taking the medication, they should be shown the medication and should be allowed to procure the prescribed dosage. The staff should observe as the students place the medication in their mouth, drink the water, and open their mouth to show the staff that the medication was taken. The student should then cough/whistle and eat two crackers. If a student refuses to take the medication, her therapist should be informed as well as the parents/guardians, and then the proper arrangements should be made to take care of the situation as needed. If necessary, the proper medical advice should be sought and followed. The disposal of unused or expired medication should be under the direction of the local licensed physician or pharmacy.

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Reflections Academy has many medical health professionals available in Thompson Falls and other nearby communities in Montana. There are doctors, a dentists, eye doctors, pharmacologists, and physical therapists. There is a local ambulance service and a nearby hospital 30 miles away.

Grievance Procedure

If a student has a grievance or complaint, s/he is first encouraged to problem solve that difference directly with the staff/student member(s) involved. If this does not or cannot resolve the problem, then the person should fill out a grievance form, which is reviewed by a neutral staff that is assigned this responsibility. This staff will investigate and make a decision regarding this grievance. If the student is not satisfied with the response, s/he may appeal the decision. The appeal would be reviewed by the administration committee. Students and staff may not retaliate against a student who submits a complaint.

Behavior Management

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Reflections helps students to be able to make informed decisions based on the choices available, take action on these decisions, and accept responsibility for the consequences of those actions.

At the heart of the philosophy of Reflections Academy is the goal of empowering youth. Empowering means creating and supporting conditions under which young people can act on their own behalf rather than under the direction of others. Reflections Academy has developed a variety of opportunities for youth that are designed to bring forth the chance to grow and stretch, so that the youth can make new choices in regards to their lives and relationship with others.

When a student makes a positive decision or action she may be rewarded. When she makes a non-working decision or action, she should receive a consequence.

Consequences are as closely related as possible to the choice made. The staff will fill out an Uncooperative Behavior form explaining the incident, which is signed by both staff and student as soon after the situation as possible. Discipline is considered a learning process and a necessary part of the supervision and control of the students. Its duration should be only as long as needed for the lessons to be learned. Positive constructive measures should be used to maintain standards.

When a student arrives on campus, the student should be provided with a handbook, which includes her rights and responsibilities along with the rules of the lodge, and Reflections Academy's procedures for activities, school, and chores.

Trust Levels

There are four trust levels. The students are always on one of these levels. They can move up or down. Their current level is entirely based on their choices and their state of change. The more trusted they become and the more they demonstrate a clear commitment to making changes to key aspects in their lives, the higher the level. Each level has a defined list of privileges, and other privileges are developed unique to the student's interests and needs.

Students move up and down the levels by based on the choices they make, which establishes the level of trust they have created. The students' choices are evaluated by the four states of change: resistant, open (willing to consider change), initial (beginning to make choices that involve change), and initial to internalized (consistently responding

in a healthier way to triggers and rejecting previous choices that were non-working). Students can get feedback and check their support for moving up a level at the group meetings. The decision for moving up a level is determined by input from staff and students. A review of the students' results in school, staff evaluations, goal sheets, and their therapist's input are all important tools for deciding the level of a student at any given moment.

Reflections Academy is committed to personalizing the teen's program to meet the needs of both the student and family. For this reason the program remains small. With the assistance of the staff each student creates weekly goals (educational, physical, and emotional). Generally each week the students with the assistance of staff set goals for the next week and evaluate the progress of the last week's goals. The staff also gives feedback regarding the student's progress. These goals are designed to help them meet the overall goals reflected in the student plan that is created in partnership with staff, students, and parents. An individual plan of action should be created for each student and should be regularly reviewed. The clinical team is directly involved as a partner with the student in regards to this plan.

When a student first comes to Reflections Academy they are not on a level but rather a "Little Sister/Brother". A new student should stay with a Big Sister/Brother for at least two weeks (could be longer) helping with the Big Sister/Brother's chores. They should stay with her Big Sister/Brother and learn the routine. During this time the Little Sister/Brother is mentored by the Big Sister/Brother to learn how to live in their new family at the facility.

The students enter at level two (open), which means that they use some of the clothes on their clothing list, wear make up (girls) and uniforms (blue shirts, fleeces, jackets, and beige pants), have weekly phone calls, view a Saturday night movie, and go on group activities. Level three (initial) means the students get to wear street clothes on campus, can go into the other bedrooms (to provide support), spend some money on snacks, watch one approved TV show a week, and go on the school related shopping trips. Level four wear street clothes except when uniforms are required by all students, get an extra phone call during the week, use their iPods, can spend a little more money on food, can watch two approved TV shows a week, go on monitored face book for short periods of time twice a week, and stay up a little later after lights out. There are special activities for level three and four. At level one (resistance) the students wear grey clothing. They have no make up and no special hair products. They work on extra emotional growth projects, have a mentor, additional reflection time, and they are not served dessert. The students may have special assignments that fit their needs.

When the students decide that they are ready to vote up to the next level, they must demonstrate consistent academic effort, rigorous honesty, positive attitude, positive staff/peer interaction, and leadership. The student must give the clinical team one week's notice and pre-approved as indicated by staff signatures. The peer review committee will meet and discuss what they think about the individual voting up. They prepare themselves for providing valuable feedback. The student will present themselves to the group and request to vote up. The student will receive feedback from the group and then the staff. A decision will be made as to whether the student can vote up or not. If not, s/he will be told what needs to be the focus point of her program.

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The consequences for the Honor Code could involve any number of the following: a period of mentoring, a probationary period, a loss of trust level(s) and their privileges, and arranging for a special buddy. Some consequences will be the natural result of their choices (i.e., restitution or restoration of property damaged or stolen). Generally the consequences can involve a peer review committee, and when appropriate, intervention that is experiential learning (defined below).

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Some consequences could result in the immediate review by the administration. This would depend on the number of repeated offenses and the severity. Dismissal from Reflections Academy could be considered at this point.

If the consequences cannot fit naturally to the behavior such as inappropriate language, then a consequence such as the removal of a privilege for a certain period of time could be in order. The important factors are the following: The consequence should be appropriate to the situation and matter to the student as a deterrent. The consequence should be provided as close as possible to the time when the violation occurred. The student should be notified as to the reason for the consequence. The least restrictive method of procedures should be implemented in order to provide safety for all parties concerned.

The consequence should not involve unreasonable punitive punishment as outlined in the Montana laws. Methods of discipline should not include abuse such as verbal abuse, ridicule, humiliation, profanity, threats, being held in a locked room, or other forms of degradation. Students should not administer discipline to another student. Medication should not be used as a form of discipline or as a substitute for appropriate treatment services. Students should not be made to take an uncomfortable position for an extended period of time, which is anticipated to cause physical pain, for no purpose other than for punishment. Communication with family is not denied beyond the outlined communication policy and individual's goals. Discipline procedures should be supervised by staff.

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Solutions

The solutions for a student who has broken the honor code have six parts. First, there is the *challenge*. The opportunity allows for an experience that can assist the person in getting clarity regarding the choice and its consequences in breaking the honor code. An example might be if a student steals from another student, s/he could volunteer and create an effective plan of restitution acceptable by all. All these situations provide the opportunity to grow. When possible the consequence is related to the choices that have been made.

In the solution there is *engagement*. This means that the student is actively involved in the solution. The solution is something the student is experiencing through the various requirements.

Reflection is an important part of the solution regarding the breaking of the honor code. The manner of this reflection is defined by the student, the peer review committee, and the staff. It is actually part of the solution. It can be written and/or verbal. Time and space is provided for this reflection. It is in the reflection of the challenges/engagement that the opportunity for a true shift in perspective can take place within the student.

Responsibility is defined as to be able to answer for one's conduct and obligations in an honest manner. This is a goal of the solutions regarding the breach of the honor code. The solutions and the consequences should move the student closer to taking responsibility for their actions.

Accountability is the act of not only defining a choice that was made, but also to honestly look deeper and review what was motivating the choice and what could be done differently in the future. This part of the solution is an important part of the reflection phase.

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Each experience will be defined by the student's needs, and the experience may or may not involve the outdoors. For example, a student who has difficulty leading might be asked to take a leadership role for a certain activity. Another example could be a role-playing situation.

Deescalate and Restraint

Reflections Academy has a policy of utilizing deescalate techniques when a student is upset. Passive physical restraining should not be used unless an individual student, students, or staff is in imminent physical danger. The restraint should be performed in a manner that is safe, proportionate, and appropriate to the severity of the behavior, and the size, gender, physical, medical, and psychiatric condition as well as the personal history of the student. The restraint should be discontinued when the behaviors that necessitated the restraint or seclusion are no longer evident.

If a student is passively restrained, the staff and any students involved should complete an incident report. Members of the administration should be notified immediately, so that future preventative measures can be put in place. The student's therapist should also be notified. An action plan and/or the modification of the plan may be necessary. The parents of the student should be informed and kept up-to-date on the progress of their daughter in regards to this incident. It is not the general policy of Reflections Academy to restrain students.

Training for Staff

Staff shall receive a copy of this policy as well as yearly training in regards to behavior management. This training should be documented and acknowledged in writing by the staff at the time of the training.

Grievance Form

Name: _____ Date: _____ Describe the situation: _____

What do you think the solution should be to solve the situation?

Staff and Administration Decision:

Action Request Form

Name: _____ Date: _____

The action I would like to see is _____

Important dates to consider: _____

Administration comments: _____

Administration signature: _____ **Date:** _____

Uncooperative Behavior

Student Name: _____

Date of behavior: _____

_____ **Non-compliant/Poor Behavior**

_____ **Uncooperative with chores**

_____ **Refusal**

_____ **Other**

Incident:

I acknowledge receipt of this document.

Student's Signature **Date**

Staff Member's Signature **Date**

Reflections Academy Goals

Name_____

Date_____

Goals (need to specified and measurable)

Academic:

Physical:

Emotional/Social:

Spiritual:

Rating scale: 5=100%, 4=80% mostly complete (internalized), 3=65% inconsistent (initial), 2=50% half-complete (open), 1=10% barely complete (resistant), 0=0% not done

Completion of goals – write number – if not a 5 explain why – if 5 explain how

Academic: Student_____Staff_____

Physical: Student_____Staff_____

Emotional: Student_____Staff_____

Spiritual: Student_____Staff_____

Results Measured – write number – if not 5 explain why

Wake up: Student_____Staff_____

Inspection: Student_____Staff_____

Chores: Student_____Staff_____

Overall effort/attitude: Student_____Staff_____

People I chose to be with generally during the day: Student_____Staff_____

Shut down: Student_____Staff_____

Staff feedback:

Vote Up Sheet

Name _____ **Date**

I wish to vote up to Level _____, which is _____.

I have done the following work to achieve this level:

The following people support my consideration in regards to voting up:

Teacher _____

Therapist _____

Staff

Staff

Staff

Staff

- If the staff puts a star after their signature it means that they do not support you for the level at this time- but they want you to get the experience that vote ups offer and the feedback that is part of this process.

-

Student Rights and Responsibilities

Students Rights are as follows:

The student has the right to:

- receive care and services, including educational services within the program's capacity, mission, and applicable laws, and regulations.
- be free from discrimination.
- a safe environment with a respect of human dignity.
- have handled discreetly any information and records of the students and families.
- a description of communication/visitation policies, which includes the right to freely send and receive communication to people deemed appropriately by parents/guardians and under the guidelines of Reflections Academy's guidelines.
- a clearly outlined procedure for grievance, which protects the rights to receive fair and equitable treatment in regards in the policies and procedures of the program. This shall include a prohibition on retaliation against a youth for submitting such a complaint.
- be allowed to report abuse under the guidelines of the law and provided through a process outlined in Reflections Academy's policies.
- be aware of the limitations that are necessary for the program to maintain a contraband free environment , including the types of searches that are

- allowed in the program and the training the staff receives to conduct the searches.
- be free from corporal punishment or the infliction of pain as a disciplinary measure.
 - have a student handbook.
 - request and receive health care services.
 - a diet that is nutritionally sufficient.
 - be allowed to participate in expression of faith in accordance with the Reflections Academy program.

Student Responsibilities are as follows:

The students have the following responsibilities to:

- provide to the best of their knowledge, accurate and complete information about present problems, past and other matters relating to their care and education.
- protect of the privacy of information.
- participate in the implementation of their education and behavior plan.
- follow the rules of the program affecting their care and conduct.
- be responsible for their consequences as a result of the choices made.
- be considerate of others – students, staff, visitors.
- be considerate of the property of others and of Reflections Academy.
- be responsible for personal belongings.
- complete the duties and assignments as directed by the program, staff, and school.
- not to withhold important information that would affect the Reflections Academy community, the school community or any individual.

I have read these rights/responsibilities, asked questions for clarification if needed, and accepted these statements as set forth in this document.

Student: _____ Date: _____

Staff: _____ Date: _____

Internet Policy

Acceptable internet use policy –

Use of the internet by students of Reflections Academy is permitted and encouraged where such use supports the goals and objectives of **education**.

However, Reflections Academy has a policy for the use of the internet whereby students must ensure that they:

- Use the account in support of education and research and consistent with the educational objectives of Reflections Academy
- Use the internet in an acceptable way
- Do not create unnecessary risk to the school by their misuse of the internet
- Do not support pre-program non-working choices/behaviors

Unacceptable behavior

In particular the following is deemed unacceptable use or behavior by students:

- Visiting internet sites that contain obscene, hateful, pornographic, therapeutically inappropriate or otherwise illegal material (no searching friends from home, mapping your house, school or anything you think that I would not approve)
WHEN IN DOUBT, ASK.
- Giving another student access to your password or logging on for them to get information through you.
- Using the computer to perpetrate any form of fraud, or software, film or music piracy
- Using the internet to send offensive or harassing material to other users
- Downloading software or any copyrighted materials belonging to third parties like pictures, music, videos
- Hacking into unauthorized areas
- Joining in blogs, chats, or use of email unless given explicit permission by Reflections Academy staff.
- Undertaking deliberate activities that waste networked resources
- Introducing any form of malicious software into the corporate network
- Access to social networking sites such as but not limited to Facebook, and others.

Monitoring

Reflections Academy accepts that the use of the internet is a valuable business tool. However, misuse of this facility can have a negative impact upon productivity and the reputation of the school.

In addition, all of the company's internet-related resources are provided for education purposes. Therefore, the company maintains the right to monitor the volume of internet

and network traffic, together with the internet sites visited. The specific content of any transaction will be monitored for suspicion and improper use.

Sanctions

Where it is believed that a student has failed to comply with this policy, they should face the Reflections Academy disciplinary procedure.

First Offence: Student should lose their computer privileges for 2 weeks (school work or not)

Second Offence: Student should lose their computer privileges for 1 month and be put on the white board.

Third Offence: Student should lose their computer privileges until Clinical/Administration Team deems it appropriate, and any other consequences that may be imposed by the Clinical/Administration Team.

Student

Date

Students please read and initial each rule and sign below:

Animals

_____ The **only dogs** allowed in the facility are approved by the clinical team:

- Staff and parents on a visit may bring a dog on the premises, only after the dog has been approved by the clinical team.
- Owner should provide a copy of vaccinations to the administration.

Behavior Management

_____ **Drawing on yourself:** If you are a present cutter or recently recovering, you may draw 1 butterfly on your wrist or arm. No one else should draw on themselves unless given permission from clinical team.

_____ **Wake up:** Students should be downstairs by 6:45am Monday thru Friday, with the following done: brush teeth, wash face, make bed, etc. You can choose when you wake up between 6:00am and 6:45am. Be mindful of shower time, laundry day, breakfast crew, vacuum day, etc.

_____ **Whereabouts:** Direct-care staff should know where you are at all times.

_____ **Off-campus:** No one should go off the campus at any time without the supervision of staff.

_____ **Behavior:** Students should be courteous and considerate at all times.

_____ **Behavior:** Crude actions or abrasive language (cursing, yelling, blowing up and throwing a fit, etc) should result in a consequence.

_____ **Refusal:** Students who continue to refuse to work with the policies of the program may lose some or all privileges and drop a level.

_____ **Bubble Space:** You should have a bubble around you; no one is to break it. Such as:

- Cuddling on the bus or on the couch.

- Excessive hugging & touching, massage, playing with hair
- Scratching others' backs & popping pimples

_____ **Shopping:** Shopping should not be done without the permission of the administration. This includes snacks, soda, and Starbucks. Personal hygiene items can be obtained from your parents. Reflections may assist you in obtaining these items. You may make a monthly approved purchase by filling out a purchase order. You should only purchase necessities during your assigned week to purchase.

_____ **Destruction of Property:** Destruction of property will not be tolerated, you should have a consequence if you destroy property of Reflections Academy.

_____ **Swept Items:** If you leave your personal items (books, notebooks, sweaters etc.), they will be swept and given back eventually- you will receive 3 hills for every swept item.

_____ **Going upstairs:** You should ask staff to go upstairs, and you should take a buddy (upper level).

_____ **All set for the day:** There should be no going upstairs after breakfast, you should get ready upstairs and you should come down with what you need for the day.

- _____ **Staff shopping:** There should be no “staff shopping”, if you staff shop you should get a write up, or a consequence determined by the staff.
- _____ **Locking doors:** You should not lock doors in the house.
- _____ **War Story-ing:** Glorifying past substance abuse and other negative attitudes/behaviors/experience will not be tolerated. We call this war story-ing and if found war story-ing you will be given a consequence.
- _____ **Confidentiality:** Everything that is said in the facility stays in there. This is called confidentiality and will be maintained at all times. You should not talk with others outside of this program about others student’s lives or what they’ve done here, etc. For more details ask someone in administration.
- _____ **Stealing and/or borrowing:** is not acceptable. If you steal or borrow other student’s belongings, or belongings from the house, there will be consequences.
- _____ **Fireplaces/Air conditioner/Heaters:** Controlling these items is to be done by the staff.
- _____ **Lower level communication:** When talking with a lower level the student’s levels need to add up to 4 or more. Level ones can only talk to level 3 or 4. If a student is on the white board, they can only talk to a level 3 or 4.

_____ **Lower level on different floors:** Lower levels should not be in the classroom or laundry room or upstairs without an upper level or staff present. (exceptions: morning chores.

_____ **Sister/Brother's Keeper:** If you break a rule, you have one hour to do sister/brother keeper and tell a staff.

- You should not just break a rule and do sisters/brother's keeper and not expect to get a consequence.
- In the case of cutting, you have 20 minutes instead of one hour.

_____ **On Hip:** When a student is "on hip" with another student, they should only get "off hip" if it is approved by clinical team. The person responsible for the "Hip" should not pass the student off to another person without permission from a clinical member.

_____ **Living Room:**

The Following rules should be followed:

- No blankets on couch
- No sitting on arms of couch or chairs (Seating can be determined by the staff if necessary)
- No walking on the furniture
- Staff will control the volume and programming of the T.V., Wii, and Music

_____ **Workout:** Everyone should participate in daily workouts. Failure to participate will result in consequence.

_____ **Spitting:** inappropriately is not allowed. If you need to spit, you need to go to an appropriate place.

Chores

_____ **Vacuuming:** Your room should be vacuumed every day, if they are not, there should be consequence. Student take turns and make a schedule in the room. On your vacuum day you are responsible for turning off the lights before 6:45am.

_____ **Individual chores:** All chores should be completed in a timely manner and approved by the direct-care staff (see chore chart).

_____ **Laundry:** Each resident should have an assigned laundry day. If you do not get it done and have it neatly put away by 6pm, you should have a consequence. You should use the machines correctly (correct amount of soap, and clean out lint filter after using the dryer each time) If there is lint at the end of the day, the whole laundry group should get a consequence.

_____ **Laundry:** When it is your laundry day and you do not have clean greens you should wear grays, unless you are an upper level. Your laundry should be taken downstairs first thing in the morning. The first load of laundry for the day

should be uniforms. Your uniform should be worn by 10:00 am. Laundry/including rags should be done and put away by 6pm.

_____ **Laundry baskets:** Should be labeled, and only dirty clothes should be in them. All pockets should be checked and emptied before putting them in the basket. If objects are found in clothes, or the washer, or the dryer, you should have consequences.

_____ **Washing Machine:** Use only warm water and do not move machines or refrigerator (only staff can do this). Do not try to open machine when it is running. You are only allowed to wash laundry in the washer. When the washing machine is on self-clean, do not touch the door. Do not force the lid to the washing machine open. (Get assistance from the staff)

Communication

_____ **Telephone privileges:** Each student should be assigned to a specific time to make family calls, and this will be done with a therapist.

_____ **Phone calls:** should not be made outside of the lodge. The only calls that will be made are to parents or other people that the Clinical Team has approved. All student calls must be approved by the Clinical Team.

- _____ **Phone calls:** should be terminated if the student is not respectful and cooperative.
- _____ **Cell Phones:** Should not be used by students.
- _____ **Parent Letters:** Students should write letters to parent(s) or guardian(s) and should have them on the flash drive by Wednesday at 11 o'clock in the morning.
- _____ **Mail:** Each student has a mail box and should receive mail once it has been processed by administration. Mail is not given on the weekend; it should only be given on the week days.
- _____ **Letters (email):** will be checked and reviewed by administration. Any letters with use of inappropriate language or disrespect may be returned to the student.
- _____ **Letters (incoming) from others:** will have to be approved by parents/guardians and the Clinical Team. You should be given letters from others outside of your family only if approved and appropriate.
- _____ **Packages:** should be checked and only items that are deemed appropriate and/ or necessary should be given to the student by administration. The ones not approved should be placed in your suitcase in the barn.

Dress Code

- _____ **Undergarments:** Appropriate bras and panties should be worn daily.
- _____ **Workout:** In the winter only, you may wear gray crewnecks under your workout shirt for workout time.
- _____ **Sleeping:** You should wear clothing to bed, you should not be sleeping naked. You should sleep with at least a cover/blanket over you.
- _____ **Thongs:** Thongs should not be allowed on campus.
- _____ **Hats:** There should be no hats worn inside the facility.
- _____ **Fleece:** May be worn in the house, but they should not be worn at the table.
- _____ **Shower time:** When leaving the shower area to get dressed, you should be covered with a towel or robe. When showering you should take your clothes in the bathroom to get dressed. You should wear shower shoes while in the shower, no exceptions. After your shower all your belongings should be put away in the proper place. All hair should be removed from the shower.
- _____ **Socks:** should be worn at all times in the facility, and on every floor of the facility. You can wear slippers, but there should be no outdoor shoes are

allowed inside the house (except in the Mud Room)

_____ **Inappropriate clothing:** There should be no bare midriffs or short shorts. Swimwear should be modest (tankinis or one piece). Upper levels and school girls can have one camisole or tank top. If your serving shirt is see through, you may have a tank top to wear under it.

_____ **Piercings:** Pierced ears should be allowed to be worn by compliant residents, but other piercings may not be worn. (No gauges, belly button rings,) One piercing in each ear is allowed.

_____ **Coats and Shoes:** Hang your coat in your spot; put shoes and coat in your space neatly. Shoes should go in the boot trays when they are wet or muddy.

_____ **Jewelry:** Jewelry that symbolizes drugs, death, or lewdness should not be allowed. There should be no piercing while at Clearview.

_____ **Hair:** There should not be adverse hairstyles, including excessive color or cut.

_____ **Uniforms:** Uniforms (polo shirt and khaki pants) are to be worn daily at the facility and off campus outings. Grays and workout clothes are appropriate for energy hours. You may put on comfy clothes after 6:00pm. The exception would be Bible Study night.

- _____ **Upper levels:** It is a privilege for upper level students to wear acceptable street clothes in the facility. There should be no sweats or leggings; you should look nice.
- _____ **Borrowing:** There should be absolutely no borrowing of clothes unless you have permission from administration.
- _____ **Level Four:** may wear street clothes off campus as a privilege as long as it is appropriate.

Drugs

- _____ **Drugs, Alcohol and Tobacco:** There is a zero tolerance for drugs, alcohol, and tobacco while enrolled in the Reflectons Academy program. Random testing should occur.
- _____ **Medication:** All medications are required by state law to be secured and self-administered with supervision of staff. They will be kept under lock and key. No student is allowed to self-medicate or have any medication on them at any time.
- _____ **Med time:** When meds are called, students should be waiting for their name to be called. When the student is called by the staff, the student should follow the direction of the staff. There will be a mouth sweep, 2 crackers eaten and coughing to ensure there is no hiding of meds. You should sign the book after you've taken your meds. Refusal could result in a consequence. Make sure you look at the meds to ensure that they are the

ones you should be taking. The period sheet should be signed every day during night meds.

_____ **Med time:** When meds are being given, there should be only one student in the medication area at a time. No music played at this time, it needs to be quiet.

_____ **Sick Bed:** You will be on sick bed if staff deems it necessary. You will be on for at least 24 hours. Use your own sleeping bag (or house bag) and your pillow. When off sick bed and no longer sick: Put sleeping bag in dryer for 10 minutes. Clean up sick bed area. When appropriate, mild foods should be eaten.

_____ **Smoking:** is not allowed at any time. If a resident smells of smoke, a test may be given and the resident will have a consequences.

Activities

_____ **TV:** There are designated times and events to watch. Level 3 and 4 have a TV show they can watch Monday or Thursday nights.

_____ **TV:** While watching TV or a movie, students may make comments but should not hold side conversations.

_____ **Saturdays:** are movie nights and everyone needs make sure the house is clean, and journals are signed before the movie begins. When the movie is over, everyone needs to clean up the living room and kitchen before going to bed. If this is not

done, students will lose the privilege of watching the movie the following week.

_____ **Sundays:** are spent at church and youth group. Monday night is usually Bible Study.

_____ **Church functions:** During church service, youth group, and Bible studies, students need to be mindful of their manners. Level one students should not participate in the activities at youth group.

Hygiene

_____ **Hair color products:** No hair color products are allowed. Hair coloring must be done professionally, and only with the permission of the parents and the Clinical/Administration Team.

_____ **Hand washing:** Hands must be washed before every meal, after using the bathroom, and periodically during the day.

_____ **Shower:** All students must shower their body every day and wash their hair at least three times a week. Hair must be neat and tidy. 20 minutes is allowed for shower time.

_____ **Face cleaning:** All girls should remove makeup at night.

_____ **Deodorant:** All students should wear deodorant.

_____ **Teeth:** should be brushed every morning and night for 2 minutes.

- _____ **Sharing:** There should be no sharing of make-up product or personal items such as tooth brushes, towels, etc.
- _____ **Hair in Showers:** You should make sure the drain is clean from your hair or any other things after every shower. Failure to do so will result in consequence.
- _____ **Nails:** Polish is kept secure. When given polish and remover, you are in charge of it, meaning, don't let it out of your sight. You should return it to staff when you are finished.
- _____ **Razors:** are generally used on Mondays. Thursday is a possible extra time for upper levels. Tweezers are generally used at shower time and not by level ones. Tweezers are kept in med boxes.
- _____ **Make-up and jewelry:** are not allowed for level one. Jewelry of particular value should not be brought on campus.

Journals

- _____ **Journals:** should be done every day and checked by staff by 6pm. Each student should be the only one writing in his/her journal. There should be no notes in journal or anyone else's writing or the journal can be taken by staff. There should be no loose leaf papers in journals, or it can be taken by the staff and given to the clinical team.

_____ **Contact information:** Students should not have addresses/ phone numbers kept in journals.

_____ **Notes:** If there are notes or anyone else's writing in your journal, it should be taken by staff.

Meals and Kitchen

_____ **Kitchen crew:** Only kitchen crew should be in the kitchen during preparation. Kitchen crew is assigned a specific date and time to be in the kitchen. Students in the kitchen should have their hair pulled back and wear a hair net. Hair nets are kept in a drawer with names on the bags. Everyone should have their own net. Students should always wash their hands before starting to prepare a meal.

_____ **Kitchen duties:** All students on breakfast crew should be downstairs by 6:20am or 6:30pm depending on their breakfast day (bagel/cereal day 6:30, egg/waffle day 6:20.)

_____ **Meals:** Meals are a family time. Breakfast, lunch, and dinner are prepared by students. Prayers are said before each meal.

_____ **Can opener:** Only staff should be using the can opener.

_____ **Dishwasher:** is turned on after every meal by staff or upper level. (Before turning it on, it should be checked to make sure it is loaded correctly)

- _____ **Eating:** Everyone should eat meals together. You are expected to come to the dining tables unless you are ill or in therapy.
- _____ **Food:** All food and drinks are kept and used only in the kitchen, dining area, or on the deck.
(exception: approved snack with TV/movie time)
- _____ **Snacks:** Snack time is 10:00am. The student gets a snack from the snack box. Then at 4:30 the student gets a fruit.
- _____ **Upper level Snacks/ Coffee / Tea:** Upper levels get a snack from their bin once a day. They need to come to the pantry in a group (not one at a time) the pantry will only be opened once. Upper levels may have coffee, tea, or hot chocolate in the morning (come in one group). Upper levels should clean up their own mess (cups, spoons).
- _____ **Sharing Food:** You may not share food or drinks, (this includes upper level snacks, cereal, store).
- _____ **Portions:** Should be served under supervision of staff. Some students may be on portion control under staff supervision.
- _____ **Excusing at meals:** Students should wait until their entire table is finished eating, and then should ask to be excused by staff. Upper levels should supervise the rinsing of plates, bowls, cups, and silverware.
- _____ **After meals:** Students should not go into the bathroom until one hour after each meal.

_____ **Cleaning the kitchen:** Counters, stove, floor, appliance, and all other areas should be wiped down and thoroughly cleaned by the kitchen crew.

_____ **Dishes:** When dishes are put away, they should be completely dry. Paper plates and bowls should be used only with staff permission.

_____ **Honey:** used for cereal – 3 second pour.

Therapy Room/Offices

_____ **Therapy:** Do not touch the Desks. Do not interrupt session unless emergency. Students should not go into therapy room or offices without permission, and should not be in therapists' offices unless therapist is present.

New Students

_____ **Tables:** Students should have assigned seats at the table.

_____ **New Students:** should be on hip with their big sister for at least 2 weeks, the length should be determined by the Clinical Team and the new student's level of compliance.

_____ **New Students:** are under close supervision with direct-care staff and big sister at all times.

_____ **Grace period:** Each student has a grace period to get used to the program and the program rules.

This means you will not receive any consequences such as write ups or the consequence board... You will be redirected, and your big sister could possibly receive your consequence. The length of grace period should be decided by the clinical team.

Safety

- _____ **Candles:** There should be no lighting of candles or matches on property except for Birthdays, and only under the supervision of staff.
- _____ **Shaving:** There should be no razors allowed. If you want to shave, use an electric razor or Nair. Use appropriately. No Nair allowed on armpits or private area.
- _____ **Nail clippers:** should be kept in the house mom's room. If you take them out, you should return them promptly.
- _____ **Sharpeners:** for makeup products should be kept in the house mom's room. If you wish to sharpen a pencil or the makeup product, you can ask for it from staff and return it promptly.
- _____ **Scissors:** should not be allowed as personal possessions. You can check out scissors from staff and return them promptly. You should trade a personal belonging for these items. You should get your personal items when you return them.

_____ **Tacks, Pins, Glass, or other sharp objects:**
should absolutely NOT BE ALLOWED. If found in
your possession you should be given a
consequence.

School Time

_____ **Classroom shelves:** should be kept neat at all
times. For example, there should be no loose
papers. Things should be kept in boxes on
shelves. This is where most school items are
kept; such as paper, pens, pencils, books, etc.

_____ **Computer use:** Computers should only be used
during class time or when supervised by staff.
Read internet agreement

_____ **Internet:** Students should fill out Internet request
form to use computer for research (should be
supervised by staff)

_____ **Head Phones:** are kept in the teacher's office.
They should be checked out and turned in after
each use.

_____ **Computers:** There should be no erasing of
anything on computers or flash drives without
teacher supervision. Leave other people's stuff
alone.

_____ **Thumb Drives:** Are used for school work
only and are kept by the teacher.

- _____ **Pictures:** There should be no uploading of pictures on computers without teacher's supervision (generally not allowed).
- _____ **Internet:** Students should not access social media sites when using any computers. Any time a student is on social media or email, It should be supervised by a member of clinical team (Upper level privilege). You should sign the internet policy and fill out a request form every time you want to be online for school related projects.
- _____ **Email accounts:** may not be accessed unless it is required for online class participation. Clinical team will have access to the login and password.
- _____ **Sleeping:** There should be no sleeping on the couches at any time. Napping should result in consequence.
- _____ **Academic goals:** Each student should be expected to meet their academic goals every week or else be put on academic probation. Goals should be completed by 4:30pm on Thursday, along with beginning new goals for the following week.
- _____ **Classroom voices:** Only on task appropriate talking during school "quiet zone" should be allowed.
- _____ **Cheating:** Students should not cheat. If you are caught cheating, you should receive a consequence.

Spiritual

_____ **Church attendance:** Our Reflections family attends church services together weekly as well as Bible Study.

_____ **Spirituality:** Even if you do not have spiritual beliefs you should be respectful and quiet.

_____ **Youth Group:** Our Reflections family attends youth group every Sunday night together.

Bedroom

_____ **Photos:** Students can display family photos or photos of the students in the program. They should be displayed on the board that is provided to them. They are not allowed to be taped to dressers or pinned to the walls.

_____ **Bedtime:** Students should be upstairs around 8 p.m. every night except for movie night or group. Bedtime and lights out is at 8:45 p.m. You can use a book-light until 10 p.m.

_____ **Other rooms:** You should not be in another student's room. Upper levels may monitor and say goodnight. There should be no hanging out when saying goodnight to other student.

_____ **Upper levels:** should help monitor upstairs until everyone is in bed, then they may come to the

living room area at 9:15, Upper levels should be in bed by 10pm with lights out. After 8:45, they should be quiet because other students are sleeping.

_____ **Bedrooms, Bathrooms, and Closet:** are the responsibilities of each student. Room and closets should be kept clean and orderly.

_____ **Assigned spaces:** All beds, dressers and closet spaces are assigned.

_____ **Sitting on beds:** Students should not sit on any bed other than their own.

_____ **Clothing:** No clothing will be allowed under the beds. All clothes are to be stored in closets and dressers. All items should be labeled.

_____ **Personal closets/dresser:** Upper levels should be the only students with the privilege of having personal closets and drawers.

_____ **Personal Areas:** Beds and personal areas should be cleaned before coming down stairs in the morning. Rooms should be vacuumed before breakfast.

_____ **Shoes:** All shoes, with the exception of slippers, should be in the shoe area. They should be kept in their assigned space.

_____ **Flip Flops:** Flip flops are allowed to be worn as house shoes. You should not wear your outside flip flops inside, or your shower shoes outside.

- _____ **Racks and hooks in the bathrooms:** Only towels should be hung on the racks and hooks, everything else should be hung in the closet.
- _____ **Bathroom/shower times:** All students should be assigned a bathroom and shower times. The student should only use the assigned bathroom for showering, unless staff permission is given to use another bathroom.
- _____ **Bath items:** All personal bath items should be picked up and put away in your hygiene cubby.
- _____ **Clean sweep:** Staff should do a clean sweep when appropriate, and collect items that are left out. They should be placed in the “swept item box” until the director returns the items. At that time, consequence should be given.
- _____ **Cleaning:** You should be responsible for cleaning your room; this includes cleaning bedposts, night stands, bureaus, shelves, windows, window sills, baseboards, rugs, etc.
- _____ **Dressers:** are to be kept neat; there should be nothing hanging from your bedposts. You should have a box to store items in your room.

Visitors/Dating

- _____ **Visitors:** are welcome, but must be approved by the Clinical/administration Team.
- _____ **Sign in:** Visitors must sign in at the office.

- _____ **Dating:** There will be no dating while in the program.
- _____ **Heterosexual/Homosexual activity:** There should be no engagement in heterosexual or homosexual acts. This means no kissing, no sleeping in the same bed with students in or outside.
- _____ **Family Visits:** This is a time for family therapy and family time. There should be no phone calls to friends. This should not be a time to have your headphones on. iPods should not be used. This should not be the time for social media. Spend time with your family doing fun things!
- _____ **Outside:** Students should not wear socks or slippers outside. You should wear shoes earmarked for that purpose, and enter and exit through the appropriate doors. *Unless fire drill or true emergency*
- _____ **Lights:** When leaving the facility all the lights should be shut off. Lights in the house should be off if not being used.

Upper Level Rules

- _____ **TV:** 2 nights per week for level 4; 1 night per week for level 3.
- _____ **Lights Out:** Be in bed by 10 p.m. Be in your bedroom by 9:45 p.m.

_____ **Dress appropriately:**

- Upper levels should not be wearing sweats or yoga pants.
- Yoga pants should only be worn during work out.
- One Hoodie is allowed.

_____ **Drinks:** Level three and four may have coffee, tea, or hot chocolate at appropriate times. The students should clean up their own items.

_____ **Monitoring:** Students should not go into other rooms after 9p.m.

Rules for vehicles

_____ **Seating:** You should not put your feet or knees on the dashboard, back of seats, or the bars in the bus. Your feet belong on the floor.

_____ **Radio:** Radio stations are preset to the ones that have been approved please do not change them: 93.7, 99.9, 102.5, 105.7, 96.1, and 103.9. If a student asks to change the station or turn volume up or down the radio should be turned off (unless asked due to triggering/nonworking content).

_____ **Seat belts:** should be worn at all times.

_____ **Winter:** Boots and coats should be required in case the vehicles break down and the students have to walk.

_____ **Summer:** Tennis shoes should be required in case the vehicles break down and the students have to walk.

_____ **Radio:** Unless directed by staff, students should not touch the radio. If staff is not comfortable taking their hands off the wheel, the station should not get changed.

_____ **Student Volume:** Your volume should be lower than the music. If music gets turned down, students are being too loud. If music gets shut off students should be on silence.

_____ **Silence:** There should be no talking when the bus stops at railroad tracks.

_____ **Silence:** There should be no talking while crossing railroad tracks.

_____ **Food:** There should be no eating in vehicles.

_____ **Windows:** You should ask before opening windows.

_____ **Appropriate behavior:** There should be no cuddling, and no screaming or yelling (the music will go off).

_____ **Shoes:** Closed toed shoes should be in vehicles at all times. Students need to be able to hike in them.